

WYOMING SERIOUS AND VIOLENT
OFFENDER REENTRY PROGRAM
NOVEMBER 15, 2002

I. Project Abstract

The Wyoming Serious and Violent Offender Reentry Program (Reentry Program) will improve juvenile and adult offenders' access to services and a more comprehensive form of case management by bringing together existing services typically provided by multiple agencies. These agencies have combined resources forming the Reentry Program Steering Committee to offer a variety of services to offenders participating in the Reentry Program. The Reentry Program will offer services to address restoration of the community, offenders' substance abuse and mental health problems, education, employment, housing, criminal behavior and family relationships.

The Wyoming Department of Corrections (WDOC) will be acting as the lead agency for this program. The WDOC is a state agency with statutory authority to provide supervision and services to the adult offender population in Wyoming. Pursuant to the statutes, the WDOC has specialized in providing services to offenders who are either incarcerated in a state penitentiary or are being supervised in the community by probation and parole agents. The WDOC has considerable experience participating in collaborative efforts with other state agencies and has a very well established relationship with the Reentry Program's key decision makers.

The target population for the Reentry Program includes approximately 70 to 80 adult and 60 juvenile offenders. For the initial project, serious and violent offenders age 18-35 in the custody of the Wyoming Department of Corrections (WDOC) will be selected in the Wyoming State Penitentiary, a maximum security facility for men located in Rawlins, Wyoming, and the Wyoming Women's Center, a maximum security facility for women located in Lusk, Wyoming.

Serious and violent offenders age 14 to 17 years old in the custody of the Wyoming Department of Family Services (DFS) will be selected in the Wyoming Boys' School in Worland and the Wyoming Girls' School in Sheridan both of which are Wyoming's most restrictive placements for juvenile offenders. These populations should gain a substantial benefit from this program's continuum of services upon release from their respective institutions because of their positive responses to programs offered by Wyoming's correctional systems and their likelihood of success.

The target geographic area for the Reentry Program for adults is Campbell, Laramie, Natrona, and Sweetwater Counties. For juveniles, the target geographic areas are Campbell, Fremont and Sheridan Counties. The target geographic areas were based upon historical numbers of individuals returning to these communities with a reasonable expectation of successful participation in the program. These counties were also among six counties chosen to participate in a large intrastate substance abuse control plan which should prove to be valuable in utilizing and coordinating services necessary to provide the best opportunity for a successful return to the community. Additional consideration was given to communities that currently have access to partner services or otherwise lack significant barriers to implementation in the time frame of this initial project.

The WDOC and WDFS will select Reentry Program participants in their respective facilities at least one year prior to the offender's projected date of discharge from custody to the target geographic area. Selection will be based on the offender's previous criminal history, i.e. crimes identified as violent such as murder, manslaughter, sexual assault, robbery and other assaultive offenses and as identified by an assessment instrument which indicates a high risk of recidivism.

The overall goals that will be accomplished through implementation of this project over a period of 24 to 36 months in the targeted populations include: prevention of re-offending, enhancing public safety, improved use of resources, and sustaining the program. Goals will be achieved through services to offenders while they are institutionalized, immediately upon release, and through long term follow-up support after they reenter targeted communities. Goals will extend to other communities upon successful implementation to initial target populations.

II. Project Narrative

A. Wyoming Serious and Violent Offenders Reentry Program for Adults

Step One: Problems to be Addressed and Analysis of the Population

The funding requested in this proposal will establish the Wyoming Serious and Violent Offender Reentry Program for adults. The Reentry Program proposes to unify many existing services which may be available to eligible offenders age 18 to 35 reentering the community from either the Wyoming State Penitentiary (WSP) or the Wyoming Women's Center (WWC). These services have typically been available through separate governmental agencies. A grant award will allow for improved case-by-case access to services and a more comprehensive form of case management. The Reentry Program will provide services to address recidivism and individual participant's needs for approximately 70 to 80 eligible offenders over the course of the 24 to 36 month program period. The multi-departmental framework of the Reentry Program Steering Committee (with the Wyoming Department of Corrections (WDOC) acting as the lead agency) has been developed to strengthen and validate the efforts being conducted at the local level.

Incarcerated offenders reenter Wyoming communities with significant problems such as substance abuse and mental health problems, little education, low vocational/employment skills,

lack of appropriate housing, criminal behavior, and strained family relationships. Wyoming's inmate population which is in need of services to help resolve these problems has increased incrementally each year. The number of inmates received in Wyoming's adult institutions during FY 2001 was 757. The number of inmates identified with substance abuse problems at intake was approximately 80 %.

The number of parolees under supervision in the community who are in need of services increased from 472 during fiscal year 2000 to 514 during fiscal year 2001. The counties of Campbell, Laramie, Natrona and Sweetwater are four of the largest populated areas in Wyoming and therefore these counties also have the highest number of offenders. During calendar year 2001, 165 serious or violent parolees were being supervised in these four counties. The percentage of offenders whose parole was revoked statewide during fiscal year 2001 was 35%. Of those offenders whose parole was revoked, 60% were revoked for a new offense and 40% were revoked for committing a technical violation i.e. failure to comply with conditions of parole such as substance abuse, failure to attend counseling, etc.

The Wyoming Department of Health, Substance Abuse Division (SAD) currently provides substance abuse services through twenty sites, including several satellite offices. Local coordination and collaboration of substance abuse services exists between these substance abuse agencies and the WDOC Division of Field Services. The state substance abuse control plan enacted in 2002 calls for a tiered level of services throughout the state and will be addressing the six identified high need counties including the Reentry Program's target geographic area for adults.

The correctional population includes an increasing number of individuals with diagnosable, serious and persistent mental illness. During the first quarter of 2001, 29% of the

new admissions at WSP and WWC reported a history of mental health problems, 16% were taking psychotropic medications, 25% had a history of taking psychotropic medications, 18% had a history of prior psychiatric hospitalizations, and 17% had a history of suicide attempts prior to intake.

Persons with mental illness often lack the ability to effectively plan for and implement an effective plan for community reentry. The Wyoming Department of Health and the WDOC have formed a partnership, the Joint re-Entry Team (JET), to assist these offenders to reenter the community. Offenders with mental illness will often need one or more of the following special services: medication intervention, mental health therapy, psychiatric treatment, and medical treatment as well as other interventions as indicated by the needs of the individual. Assertive case management of the needs of the offender in the Reentry Program will help that individual quickly and effectively receive services necessary for ongoing recovery while protecting the person and the community from the consequences of a relapse.

The number of inmates who entered Wyoming institutions during fiscal year 2001 *without* a high school equivalent education was 487 out of the 757 inmates received (64%). Only 148 Wyoming inmates received their G.E.D. during fiscal year 2001. Offenders receiving vocational training in Wyoming institutions during FY 2001 totaled 268. WDOC's inability to share key information with the Wyoming Department of Workforce Services (WDWS) has served as a barrier to the WDWS community career advisor's ability to mediate program continuity between the offender, his/her prospective employers, trainers, educators, or other types of services which may be included in an individual's reentry plan.

The WDWS through its twelve sites ("One Stops") and seven satellite offices has informally collaborated with the WDOC in providing services to serious and violent offenders

typically as “walk in” clients. Some local partnering exists between the WDWS and the WDOC in providing services to offenders during confinement. Sporadic joint activity has occurred with offenders on parole at WDWS sites with coordination from the WDOC Division of Field Services. The WDWS will use funds requested in this proposal to increase staff equivalent to five half-time positions: one at the WSP and WWC and four in the targeted community-based sites. This increased staffing will allow for the higher level of intensified case management of employment services required to have a successful impact on offender reentry.

Step Two: Project Goals and Objectives.

There are several overall goals, which will be accomplished through the initial implementation of this project in the targeted populations and geographic areas identified in Step Three of this project’s narrative. These goals include:

Goal 1: Prevention of Re-offending.

Objective A (i): Select the target population of serious and violent offenders age 18-35 at the Wyoming State Penitentiary (WSP) and the Wyoming Women’s Center (WWC) who will be returning to the target geographic areas of Campbell, Laramie, Natrona, and Sweetwater Counties for participation in the Wyoming Serious and Violent Reentry Program for Adults).

Objective A (ii): Select the target population of serious and violent offenders age 14-17 at the Wyoming Boys’ School (WBS) and the Wyoming Girls’ School (WGS) who will be returning to the target geographic areas of Fremont, Natrona, and Sheridan Counties for participation in the Wyoming Serious and Violent Reentry Program for Juveniles.

Objective B. The Reentry Program will develop individualized case plans to provide services and programs to address offenders' criminogenic risks and needs to facilitate the successful reintegration of offenders into society as well as provide services to offenders in Phase II and III who are in the community to improve social accountability.

Because of a lack of coordinated services, many offenders often experience a high level of frustration establishing a productive role in their communities. With an already high predisposition to re-offend, these individuals may actually be inadvertently provided with a disincentive to transition from being in an institution to filling a productive role in the community, their family and workplace. Formal teamwork involving the State of Wyoming Departments of Corrections, Family Services, Workforce Services, Health (both the Mental Health Division and the Substance Abuse Division) and other service providers with offenders while in the confines of WDOC and WDFS institutions will further develop the offender's understanding of how they can begin to prepare themselves for successful community reentry. Participants will also develop appropriate expectations of what their behaviors will need to be in terms of family, community and the workplace on a day-to-day basis and for the future.

Offenders will gain a clear understanding of services available in their community and they will have the ability to access those services. Points of contact and key individuals who will assist along the way will be identified; relationships with these points of contact will begin to be established as coordinated by an agency team leader/program case manager. The program case manager(s) will coordinate service delivery, and monitor the program's progress. Additional monitoring of services will be supplemented through reporting by the several partners providing services (i.e. vocational services and progress toward vocational goals will be monitored and

reported by a WDWS career advisor, substance abuse progress will be monitored and reported by a substance abuse counselor, etc. to the program case manager).

Goal 2: Enhance Public Safety.

Objectives A and B: Please refer to the objectives for Goal 1 which are also the objectives for Goal 2.

Through development of offender accountability and cognitive skills, enhancing public safety will be accomplished through increased local partnerships in case management. The Reentry Program will provide graduated levels of supervision of offenders after release from WDOC and WDFS custody. This supervision may include placement of the offender into a residential Adult Community Corrections (ACC) program or placement in the Intensive Supervision Program (ISP) followed by a transition into a traditional supervision program. Supervision may include electronic monitoring, home visits by probation/ parole agents who may be assisted by local law enforcement partners, frequent mandatory substance abuse testing, sanctions for noncompliance with the individual's reentry program and incentives for the offender who is actively participating in the program.

Regular visits with the program case manager will review compliance/non-compliance issues to be addressed with the provision of corrective actions as necessary. New criminal activity will be addressed under currently established protocol as provided through the WDOC and WDFS . The program case manager will establish regular reentry/aftercare team review meetings which will provide a case-by-case forum for planning, discussion, and adjustments to the reentry/aftercare plan as appropriate.

Goal 3: Improved Deployment of Community Resources.

Objective: The Wyoming Department of Corrections (WDOC) and the Wyoming Department of Family Services (WDFS) will coordinate efforts which will identify resources available in each of the counties designated as a reentry site.

Improved deployment of community resources will be accomplished by the development of a resource manual. The WDOC and WDFS will receive input from its partners in the preparation of this manual. It should be noted the WDOC Division of Field Services is currently utilizing the services of an intern from the University of Wyoming in the preparation of a resource manual.

Improved use of available resources will be accomplished by improving linkages through currently available resources. Federal funds will be used to provide initiative-related dedicated staffing. The additional staff will allow for an increase in the current staff's time which can be used in related case management skills development, initiative awareness efforts in the local communities, and for the identification and establishment of additional resources to support the Reentry Program's needs. A fiscal plan shall be established at the state level, with involvement from the field level. This plan shall include continual review of program improvement/expansion needs as well as information sharing for attracting additional resources.

Goal 4: Offender Assistance in Citizenship Skills Development.

Objective A: Increase offenders' citizenship skills through completion of service to the community.

Objective B: The Reentry Program will seek opportunities for expanding the involvement of the community and victims in improving the effectiveness of services.

Throughout all three phases of the Reentry Program, offenders will be involved in substance abuse and mental health programming, vocational training, and training to improve job skills including life skill training, training on completion of job applications, etc. An offender's

possible housing problems will be identified and the Reentry Program will work with the offender to resolve these problems which may include financial assistance. Offenders will participate in groups in the areas of avoidance of criminal behavior (e.g. Thinking for a Change or another cognitive intervention, etc). Offenders will be referred upon being paroled to batterer intervention programs to address offender intimate and domestic violence in the offender's community of reentry. Offenders will also be referred to faith based organizations while under the supervision of the WDOC and WDFS and upon discharge.

Faith based organizations will be represented in all phases of the Serious and Violent Offender Reentry Initiative. Contacts with the Prison Fellowship Ministries, a Christ centered ministry, and Bethel Outreach Ministries, a Christian non-denominational and interracial ministry have been made. Both organizations have indicated a willingness to provide faith-based services to inmates prior to and after their release from incarceration.

The services that have been proposed during Phase I include: seminars on a variety of topics as surviving the prison environment, beginning a relationship with God in prison, overcoming obstacles, building better families, sharing the Gospel behind bars, preparing for life on the outside, and weekly Bible studies. A group of local churches is also exploring avenues in an effort to secure a bus to provide transportation to and from the prisons for family visitation on a weekly basis.

Both Prison Fellowship Ministries and Bethel Outreach Ministries are currently providing services to offenders in Wyoming and have indicated their willingness to join the Reentry Partnership. Subsequent meetings will further define their role and scope of involvement. The support and involvement of additional faith-based resources need to be secured, and in particular

those of non-Christian faiths. To that end, meetings with the ministerial alliances in each of the targeted counties will be arranged.

In addition to providing the core elements of successful reentry, i.e. substance abuse counseling, job training, educational programming, cognitive behavior classes and perhaps even assistance with housing, the reentry program will also address the development of citizenship skills. This will be accomplished through the utilization of community service. It is anticipated, when possible, offenders will perform some type of community service.

This is considered to be an important aspect of the reentry process. It will serve as a valuable resource to the communities and hopefully reinforce the offender's desire to become a law-abiding, contributing member of his or her community. This "exchange" between the offender and community is important for offender buy-in and ultimately, accountability. Further, by becoming productive members of their communities, offenders will remain with their families and be in position to support their family members.

The WDFS and WDOC Division of Field services will also continue implementing the community justice plan in communities in the target geographic area. In furtherance of the community justice program, the Reentry Program will seek opportunities for expanding the involvement of the community and victims in improving the effectiveness of services. The Reentry Program will organize and hold meetings with community members, victims and victim advocates to identify key issues. A victim awareness program will be developed and implemented in the Wyoming State Penitentiary and the Wyoming Women's Center. The Wyoming Board of Parole will continue to hold victim impact hearings as appropriate. Also, offenders participating in the Reentry Program will be expected to work so that they will be able to pay restitution to their victims as court ordered or as ordered by the Board of Parole.

Goal 5: Ensure Program Sustainability.

Objective: Understanding the purpose of the reentry monies, the Wyoming Reentry Steering Committee intends to make every effort, at every step, to create a reentry program which is not dependent on funding that is not readily available or reasonably accessible.

The Steering Committee has made every effort in the planning of all three phases of the Reentry Program to utilize currently existing staff and resources where available. However, as the implementation of the program nears, the committee is aware that additional resources will have to be secured to deliver the services that will be established during the length of the grant period. As the lead agency, the WDOC will focus on the steps necessary for the continued delivery of services once the grant monies are exhausted. The grant monies will be used to “fill the gaps” in services currently available, establish a process and deliver three stages of services to offenders leaving prison. Wyoming will utilize its grant monies to initiate the process with its objective being not to have any disruptions in the program once the grant monies are spent.

The development of program sustainability will be achieved through sound financial planning. Annually, participating departments will demonstrate the level of resources previously obligated to the Reentry Program as well as anticipated resources to be committed in the coming year. State level and local level partners will be provided with data pertinent to program success which can be utilized in leveraging additional resources. As well, a plan for expansion of services to other targeted communities shall include identification of resources for that expansion. Other local, state, and federal resources which can be applied to this program shall be reviewed on regular intervals with a shared responsibility toward requesting those funds.

Step Three: Select Target Populations

The target population for this Reentry Program is incarcerated adult offenders age 18-35 who are considered to be a high risk for recidivism. The offenders which have been chosen as the target group will be selected based on their previous criminal history, i.e. crimes identified as violent such as murder, manslaughter, rape, sexual assault, robbery and other assaultive offense and as identified by an assessment instrument which indicates a high risk of recidivism.

The target population selected will serve approximately 70-80 offenders through the 24-36 month duration of the program. Initially, offenders will be selected from two adult institutions, the Wyoming State Penitentiary, a maximum security facility for men located in Rawlins, Wyoming and the Wyoming Women's Center, a maximum security facility for women located in Lusk, Wyoming.

The counties selected for reentry are Campbell, Laramie, Natrona, and Sweetwater. These four counties were selected based upon historical numbers of individuals returning to these communities, supplying over half of the offending population in the entire state, with a reasonable expectation of successful participation in this program. They are also four of six counties chosen to participate in a large intrastate substance abuse initiative which should prove to be valuable in utilizing and coordinating services necessary to provide the best opportunity for a successful return to the community.

It is anticipated that individuals who voluntarily participate in the program will be given positive consideration by the Wyoming Board of Parole. Those offenders selected and who fully participate in Phase I of the program will certainly enhance their parole plans and by doing so will at the same time improve their chances for positive consideration by the board of parole for release. However, during Phase I, should offenders fail to meet all elements of the program, the consequences may include termination from the program. Offenders who fail to complete Phase

II will be returned to incarceration and potentially face the loss of credit for street time while in the community.

Offenders being released from institutions as part of the reentry program will be placed in either an Adult Community Corrections (ACC) facility or in the Intensive Supervision Program (ISP). The ACC provides transitional housing in a structured environment requiring employment/vocational training or enrollment in an educational program as well as participation in substance abuse and mental health counseling as necessary.

Offenders participating in the ACC program are required to obtain and maintain employment so that they can have an income to pay for their expenses in the community including court ordered financial obligations. Every offender will be assisted with the development and implementation of a monthly budget which will take into consideration the offenders' income and expenses. Monthly payments toward restitution and fines will be determined based on the offenders' income and other expenses. Offenders are not expected to pay court ordered monetary obligations in excess of their ability to pay during their participation at an ACC. Offenders will not be dismissed from the ACC if they cannot repay the financial obligations in full, but will be dismissed if they refuse to earn an income and/or refuse to pay toward their court ordered obligation.

The offenders who participate in ISP are generally classified as maximum risk cases. ISP utilizes smaller caseloads with a ratio of one agent to fifteen offenders. ISP agents are required to do multiple weekly home visits and frequent, random urinalysis and breathalyzer testing. Additionally, ISP utilizes daily schedules and curfew checks. Supervision is enhanced by electronic monitoring equipment. ISP requires all violations within ISP receive a sanction. The

type of sanction imposed depends on the type of violation as well as the offenders prior program compliance.

Understanding that offenders being released into the community face multiple challenges to successful reintegration, the supervision provide by either the ACC programs or ISP offer the type of supervision in which community safety is continuously addressed and at the same time ensures these individuals are working with reentry teams and getting employment services, counseling as needed, and reside in a stable and supportive environment.

Step Four: Develop a Plan To Select High-Risk Offenders

The WDOC currently utilizes three assessment instruments in the adult institutions. The first instrument is a CMC style risk assessment tool to classify inmates within institutions for housing and risk identification. This tool is currently used by institutional caseworkers and is completed once the caseworkers have reviewed the offender's past criminal history and information contained in the pre-sentence investigation.

The second instrument utilized is the Criminal Justice Addiction Severity Index (ASI). The ASI is a semi-structured interview which assesses seven specific areas: medical status, employment and support, drug/alcohol use, legal status, family history, social relationships and psychiatric status. The ASI produces a severity rating for each of the seven areas measured. The severity ratings reflect the offender's need for treatment in each of those areas. Risk is assessed by a combination of severity scores and responses indicating treatment motivation and barriers to change.

The seven areas measured by the ASI can be used independently or combined to create an organized treatment guidance report. While the ASI focuses on addiction, the information gathered can also identify criminogenic needs and can be used to make treatment

recommendations. The organized list of treatment indicators serves as the starting point for the treatment planning program which is linked in the system to each individual assessment. The result is a convenient, empirically based, treatment plan generated by an assessment of risk and needs factors.

The third instrument used to assess offenders in the institution is the Level of Supervision Inventory-Revised (LSI-R). This assessment tool is the most commonly known and widely accepted of the three instruments, but in Wyoming it is currently only used to assess offenders who have been identified with a serious and persistent mental illness.

The Reentry Program Steering Committee believes any serious and violent offender reentry program must incorporate a very detailed look at the increasing number of individuals with diagnosable, serious and persistent mental illness. To this end, the committee has included in the target population this particular group and has also addressed the assessments needs of this group by continuing the use of all three assessment tools. However, it should be noted the committee has budgeted for additional funds to allow for the increased usage of the LSI-R or another instrument to assess all offenders potentially meeting the criteria for this reentry initiative.

The LSI-R is a standardized tool used to assess risk and needs. The LSI was developed in late 1970's in Canada through the collaboration of probation officers, correctional managers and researchers. The LSI is comprised of 54 static and dynamic items across ten sub-scales. The “static items” tap into characteristics of a person which are largely constant or unchangeable. The value of including static items is that they are often the most predictive determinants of future recidivism. In addition to predicting recidivism, the LSI is also an effective case management tool.

In regard to the validity of this instrument, the WDOC acknowledges that in any validation study the “norms” are an extremely integral aspect to that study, as a result, we choose to review a validation of the LSI on community corrections done by the Colorado Department of Corrections in 1996. Certainly there are differences between Colorado and Wyoming offenders, but there may be fewer differences between these two groups than comparing Wyoming offenders to those of any other state. Further, the study by the Colorado Department of Corrections was completed on parolees and offenders residing in transitional community correction facilities.

The Hare Psychopathy Checklist-Revised (PCL-R) will be utilized when an inmate presents with a high level of risk. The Wyoming Department of Health, Wyoming State Hospital, psychologists are certified to administer this risk assessment tool. Because an individual's scores may have important consequences for his or her future, the absolute value is of critical importance. For this reason, the PCL-R scores of two independent raters will be averaged to increase the reliability of the assessment. In addition to the administering of this risk assessment, Wyoming Department of Health, Wyoming State Hospital psychologists will train Wyoming Department of Correction's personnel in regards to other risk assessments and provide inter-rater reliability.

Step Five: Organizational Capacity/Key Decision Makers

The WDOC is a state agency with the statutory authority to provide supervision and services to the adult offender population in Wyoming. This includes offenders in four state institutions, and offenders on probation or parole. An example of the department's experience in participating in collaborative efforts with other state agencies would be WDOC's current involvement in a comprehensive state-wide substance abuse initiative that includes the Wyoming

Departments of Health, Education, Family Services, and Workforce Services. WDOC is also presently involved in local drug courts, restorative/community justice projects and will be working with the Division of Victim Services in the development of a victim assistance program in Natrona County.

Through the process involved in preparing this grant application, WDOC has taken steps as lead agency which have included identifying the key decision makers involved in this project, coordinating numerous planning meetings, and has been responsible for correspondence between the agencies. In regard to the key decision makers, the WDOC has prepared a memorandum of understanding which was signed by the directors of the Wyoming Departments of Health, Education, Division of Victim Services, Family Services, Workforce Services, Board of Parole, Community College Commission and the Wyoming Statistical Analysis Center.

The Wyoming Department of Health will provide substance abuse treatment and mental health services in both Phase I and II. The state substance abuse plan calls for a tiered level of services in the six identified reentry counties that will be served by either WDFS or WDOC. The state substance abuse plan will also address the budgetary considerations for this department's involvement in this initiative,

The Wyoming Attorney General's Office, Division of Victim Services will address an array of victim issues and will assist WDOC and WDFS in the implementation of services for victims and their families. These services are already in place and will continue to be utilized as the project progresses. It is also likely that WDOC, WDFS and the Division of Victim Services could further collaborate to identify new sources of funding which may assist both agencies in the delivery of services.

The Wyoming Department of Workforce Services (WDWS) will address not only employment issues, but also vocational training and identifying individuals who are eligible for employment resources. WDWS maintains the aforementioned “One Stop” employment centers in each of the identified reentry counties. WDWS has indicated that WIA Title I funding is available and may likely be applied with respect to both juveniles and adults.

Wyoming has been designated a single delivery area state, and therefore its Workforce Investment Board serves both as a State Board and a Local Board. This situation has its benefits and liabilities, the main liability being a minimized connection in terms of saturation involvement with the local business communities which exist in the various communities across the State. To ameliorate this situation, local One Stop Centers do have a high degree of partnership with businesses in their communities and in some cases have a local equivalent of a Workforce Investment Board. One Stop Centers and their local partners/Boards are very involved in providing workshops, job fairs and otherwise work closely to meet job seeker and employment demands. Much information is shared through vehicles such as Chamber of Commerce and Rotary Club luncheons, and similar events on a regular and ongoing basis. The WDOC currently provides Adult Basic Education services which includes G.E.D. testing to offenders housed in both target institutions and will link with community educators with the assistance of the Wyoming Department of Workforce Services and the Community College Commission in the four target geographical areas. It is anticipated these services will remain intact during the length of the grant.

The Wyoming Statistical Analysis Center (WYSAC) will provide data analysis for the project. This will include the development of a model management information system to facilitate the identification, referral, assessment, supervision, treatment, and tracking of released

offenders. WDFS and WDOC have made budget requests for WYSAC to participate in this project.

As outlined in the previous section of the work plan, the WDOC and its key partners have developed an approach which addresses sustainability and should ensure a continuation of services once the funding stops. Please refer to Goal 5 and the strategies for maintaining sustainability. Finally, the WDOC projections of the prison population until at least 2005 continue to suggest a slight but steady increase of inmates for the State of Wyoming; therefore, the WDOC is putting additional emphasis on the development and implementation of a reentry program.

As a result of planning this project, the WDOC is identifying not only internal needs, such as staffing and resources, but also identifying the roles WDOC's partners will need to play to effectively deliver reentry services now and in the future. WDOC and WDFS have not enlisted the head of the state police or faith based organization, rather it was thought that these should be done and will be done locally by the contracted reentry coordinators in each county.

To further demonstrate WDOC's organizational capacity to address reentry issues, the WDOC has attached an organizational chart as well as an offender management flow chart. These appear in Appendix C of this document.

Step Six: Phase Design - Operations, Oversight and Coordination

Phase I - The project will commence immediately in the two adult institutions with operational meetings between the project steering committee and institutional staff. The importance of involving and educating the prison staff cannot be overstated and is crucial to the coordination and direct delivery of services. These planning meetings will be followed by the implementation of assessment instruments available at the institutions and the subsequently the

target population will be identified. As noted earlier, the eventual participants will be selected 9-12 months prior to their projected date of discharge from custody.

At this point the reentry team members, under the overall direction of the program coordinator and the immediate supervision of the institutional reentry coordinator will begin to carry out their specific responsibilities. The first responsibility will be the development of the reentry plan which will be assessment driven (i.e. education, mental health, substance abuse, vocational needs, and risk to re-offend). This plan will be developed with the offender and members of the reentry team. This plan will become the offenders 'blueprint for release and successful reentry into the community.

Inmate participants are required to participate in development of their reentry plans. Their signature on the plan indicates agreement to fully participate in all required areas and successfully complete all tasks listed. Additionally, they are required to attend and successfully complete cognitive programming. All participants are subject to the rules and regulations of either the Adult Community Corrections (ACC) program (Phase I for inmates and Phase II for parolees) or the Intensive Supervision Program (ISP) for Phase II participants. In addition, all participants in Phase II will be parolees and violations of significant nature would warrant review by the Wyoming Board of Parole.

The next step will involve the direct delivery of services by the key decision makers. For example, assessments will be secured and reviewed by representatives of mental health and substance abuse and, if necessary, corresponding treatment will be provided. The treatment may include individual or group counseling already in place in the institution. The treatment focuses on recovery and relapse prevention. When the individual is two months from discharge or parole, he or she will be referred to the receiving community mental health center by the institutional

reentry coordinator and appointments will be made for initial assessments, medication review, and counseling sessions for mental health or substance abuse issues when appropriate.

The Wyoming Department of Workforce Services will assign a caseworker who, with WDWS assessment tools, will assess work skills, provide community economic and workforce outlook information and an overview of the workforce programs and services available in the community where the offenders intends to return. One Stop Center involvement will occur early on in the process. One Stop staff will be involved in the release plan when an inmate or juvenile delinquent is first admitted to an institution. Activities early on and regularly throughout the institutionalization of a client will include the development of an employability plan, the use of “Choices” and related Career Aptitude Surveys, and other similar assessment tools as appropriate for the client.

A wide variety of other activities will include Job Search Workshops (interviewing skills development, resume writing, application skills, etc.). Other activities will include the provision of Adult Basic Education, G.E.D. classes and testing, English as a Second Language programs, and network development training. Clients will be trained and provided with information on I9 forms, the Federal Bonding Program, Work Opportunity Tax Credit and Welfare-to-Work programs which will make them more attractive to employers, as appropriate. Local labor market information and basic research skills will be provided, as technology allows, within the institution. As well, the Wyoming Department of Workforce Services has assumed the Temporary Assistance to Needy Families (TANF) program (equivalent to Aid to Families with Dependant Children). Information about this resource and many others will be provided during this phase.

As the career exploration continues, WDOC and Workforce services will assure the chosen field is an appropriate and acceptable career choice based on not only skills and aptitude, but also the offender's criminal history. There are many professions that typically will not hire an ex-felon. Those may include law enforcement, medical, education, military, banking and finance, working with children, handicapped, or the elderly, public service, and other licensed positions. Partners should be aware this may be an issue prior to approving a course of study.

Current policy limits WIA Title IB direct participant funds or needs-based allocations to individuals who are currently in a situation where they could immediately enter the workforce, though there is a possibility of adjusting state policy. It is also in the realm of possibility to use 15% set aside funding under this resource stream to do intensive and training activities within the institution; much work must be done in the coming year to look into this possibility.

Finally, due to the fairly lengthy amount of time prior to release, offenders will also be required to participate in a cognitive behavior program available in the institutions. This may consist of a life skills program or the cognitive behavior curriculum, *Thinking For a Change*. These efforts will begin to shape a very detailed, highly coordinated reentry parole plan.

Phase II - In preparation for release from custody, offenders who have actively participated in Phase I will appear in before the Wyoming Board of Parole, the release granting authority from adult institutions in Wyoming, and submit their reentry plan. Although the Wyoming Board of Parole maintains several options in determining release or not, if an individual is going to continue in this three phase program, the offender must be allowed to enter an ACC or be placed in the ISP program.

Upon release from the institution, the offender will immediately begin supervision under the WDOC Division Field Services. The parolee will be supervised by an ISP agent or a parole agent

assigned to an ACC. It will be made clear to the offender should they re-offend or fail to comply with the remainder of their reentry program they will be subjected to program sanctions and, if necessary, they may be required to appear before the Wyoming Board of Parole for revocation.

The next step will be for the parole agent and the contracted community reentry coordinator to familiarize themselves with the offender's reentry plan and continue with referrals for services as warranted and ensure those services are delivered. It is also at this point when local law enforcement will be notified of the offender's return to the community. Additional decision makers will enter into the process to offer services as needed in the community.

Specifically, the Wyoming Department of Health will play an integral part in the delivery of substance abuse treatment and mental health services. In each of the targeted reentry communities, the Wyoming Department of Health is in the process of developing substance abuse centers which will provide offenders in Phase II a continuum of services ranging from prevention and intervention efforts to traditional counseling to long-term residential counseling. In addition, the local mental health centers in the four target adult communities will provide mental health services to those individuals that have a mental illness. Initial assessments will be completed within 72 hours from discharge and a psychiatrist will complete a medication review and coordinate future appointments to ensure medication stability and compliance.

Services may include, but are not limited to: individual, group, family or couple counseling, psychiatric services, recovery services, case management services, inpatient and/or outpatient substance abuse counseling, and information regarding upcoming AA and NA meetings. All of the services provided by the local mental health centers are in place and will be continued past the duration of the grant.

Wyoming Department of Workforce Services will expand their efforts from Phase I to ensure that registration and administration into other WDWS programs are in tandem with the offenders reentry plan. In many ways Phase II is a continuation of Phase I and preparation for Phase III. Access to all programs and services mentioned in Phase I will remain available, as allowable by law, during Phase II. As the design of this program provides, career case management activities will be transferred from One Stop staff in the institutions' communities to One Stop staff in the communities in which the offender/juvenile will be returning. While the members of the local re-entry team may change to a greater or lesser extent, the nature and interactive dynamic of the team will remain intact. The community-based One Stop staff will be provided with each individual reentry plan one to two months (at a minimum) prior to the release of a client from an institution.

Along with the continuation of core and basic intensive employment services, an intensified level of Labor Exchange and other employment services will be provided. Participants will have access to the myriad of Job Search tools and resources available in One Stop resource rooms. Job Development activities will be intensified, as well as presentations in the community on the special programs available to employers, such as the Federal Bonding Program, the Work Opportunity Tax Credit, and other appropriate incentive programs.

During Phase II, participants will also have access to additional Intensive Services, such as paid Work Experiences, short-term classes, continued development of an individual employment plan, more intensive case management, and additional assessments as appropriate. Support will also be provided, as appropriate, in accessing Food Stamps, Temporary Assistance to Needy Families services, Vocational Rehabilitation services, and other special supports. Training services may include On the Job Training opportunities, classroom experience,

remedial assistance, and access to two-year college programs or vocational programs. Depending on the length of a participant's time in Phase II, follow up services may occur as provided for in the Workforce Investment Act.

During Phase II and Phase III the proposed services will assist offenders in their initial transition to community living through the establishment of spiritual and life skill goals, and provide ongoing support aimed at long term stabilization. Prison Fellowship Ministries offers courses directed towards setting appropriate goals for finding employment, staying employed, handling money, building support systems, managing leisure time, and getting established at a local church. Bethel Outreach Ministries provides employment assistance, housing assistance (rental and security deposit, telephone), emergency food, clothing and household goods, and community substance abuse treatment and recovery program referrals. Bethel Outreach Ministries also provides transitional sponsors who mentor and coach offenders and their families, make referrals to appropriate community services, write letters and make phone calls on behalf of offenders and their families, and advocate on behalf of the offender with the legal and court system.

Phase III - Since the original grant application was submitted nearly six months ago, a great deal more planning of Phase III has been done. Specific to Phase III, there will be a heavy reliance on the community partners to ensure ongoing service are provided to those offenders who have transitioned successfully from Phase II. As required by the federal partners, the WDOC will have a much smaller role in the supervision of these offenders during Phase III; however, pursuant to Wyoming statutes and the current structure of the Wyoming Board of Parole, it is likely that the WDOC will have some supervision responsibilities over the Phase III participants. It is possible that the amount of supervision and in turn the level of resources

needed to adequately supervise these offenders will be greatly reduced by a combination of the positive effects of Phase I and Phase II and the continued involvement of WDOC's partners throughout Phase III.

There will be certain areas that may have been identified in Phase II that are now expanded as part of Phase III. The continued involvement from the departments of education, employment, and health will be essential. While Phase III is marked by offenders having a high level of self-sufficiency or knowledge on how to access assistance, the Wyoming Department of Workforce Services, through its One Stop Centers will continue to make available all appropriate and applicable services mentioned in Phases I and II. Depending upon whether a client became a Title IB participant, and when they were exited from the program, there may or may not be direct fee-based follow-up services available at this time.

The One Stop Centers and Wyoming Unified Plan underscore a four-year commitment (at a minimum) in providing work readiness and job placement assistance to the general public. It is very likely that a strong relationship will have been developed with the client, and that they will be highly familiar with the types of assistance we can provide. WDWS's 12 offices and seven satellite offices are highly similar, and should a client relocate, they will know how to receive services at any of these sites as well as how to access WDWS's interactive website, the Wyoming Job Network.

In regards to the Wyoming Department of Health, services provided in Phase II will continue in all local mental health centers, at a minimal cost to the individual, typically based on an sliding scale dependent upon ability to pay. The Community Reentry Coordinator will advise the local mental health center liaison of when the individual is approaching Phase III, so they may coordinate support services to sustain the individual and foster relationships for long-term

support. The offenders' parole agent and field case manager will meet with the offender during the end of the offenders' participation in Phase II and design a program for the offender to follow during Phase III. This program will outline a plan for the offenders to maintain the self-sufficiency which they have been building upon in Phase II of the program.

Although the WDOC will either no longer be supervising the offender or will have decreased supervision of the offender during Phase III of the program, the other re-entry team members will continue to provide services to the offenders which will include, for example, substance abuse and mental health treatment, assistance maintaining employment, and educational and vocational training. Offenders will have already developed a family support group, a faith-based, and a community-based support system during Phase II. These support systems will continue to assist the offenders to maintain self-sufficiency, sobriety and continue to be productive members of the community.

The role of the family and local faith-based and community-based support programs will certainly become more apparent, e.g. the offender's family will need to actively participate in the aftercare program. It is anticipated that during Phase III, a great deal of the responsibility that had previously been placed on the reentry team will now be placed on the offender, his family and others in the community. These people will become the participant's support network.

In regard to tracking the effective implementation of Phase III, the WDOC is planning as a condition of the grant award to use the State data monitoring system to work with the University of Wyoming Statistical Analysis Center (WySac) in the evaluation of the reentry effort. This web-based information system will allow the partners to enter data specific to their functions. The data will be stored in a centralized and secured database system at the WySac.

The evaluators at WySac will use this stored information to produce reports that will be used to evaluate the success and effectiveness of the reentry effort. A confidentiality agreement/consent form will be developed to allow for the exchange and sharing of information. The process evaluation system will be conducted by WySac evaluators working in close collaboration with the WDOC reentry program director and co-coordinators at the Wyoming Department of Family Services.

Additional input will be provided by the reentry community coordinators for both the adult and juvenile reentry programs. The reentry community workers will produce timely reports submitted to evaluators for qualitative and quantitative analysis. There will be required data sets including, for example, information on number and results of substance abuse tests, re-arrests, revocations, employment status, community counseling information, community service, number of participants in faith-based initiatives, services delivered and referrals made. This data will also be analyzed to determine whether the Reentry Program is meeting its goals, objectives, and outcome measures.

Long term service agreements exist in the form of a Memorandum of Understanding (MOU) signed by the Directors of the following agencies: Wyoming Department of Corrections, Wyoming Department of Family Services, Wyoming Board of Parole, Wyoming Department of Employment (now known as the Wyoming Department of Workforce Services), Wyoming Department of Health, Wyoming Department of Education, Wyoming Community College Commission, Wyoming Attorney General's Office, Division of Victim Services, and the University of Wyoming-Wyoming Statistical Analysis Center.

The purpose of the MOU is to define the manner in which the Reentry Program Steering Committee will establish a framework for a partnership and the delivery of services to facilitate

community reintegration of eligible juvenile and adult serious and violent offenders. The MOU also allows for sharing of data between the Reentry Steering Committee and the above-named partners. The MOU will remain in effect throughout the duration of the project.

Specific language as outlined in the MOU which addresses the continued involvement of the partners after the funding ends and during Phase III implementation is as follows:

1. Reentry Steering Committee members will work together to explore ways to continue the program after the federal funding ends.
2. The Reentry Steering Committee members will share information related to the Reentry Program's progress and make this information available to the individual reentry program partners.

Additionally, As the WDOC and WDFS will take a less intensive role in supervision during Phase III, the Steering Committee conversely will take a more significant role to ensure information sharing, program delivery, and monitoring the overall success and failure in Phase III of program participants. Furthermore, continued involvement from the partners is all but assured because the Reentry Steering Committee and the local community reentry teams will have representation from all partners.

Step Seven: Phase Specific Delivery System Design

As the lead agency, WDOC will attempt to make the transition through the program as seamless as possible. This will be done through various measures including the organization of the transition team. This team will be comprised of local law enforcement, corrections staff, employment trainers and other professionals in the community whose main objective will be to assist the offender in meeting the goals of the reentry plan. The development, education, and

training of this team will closely follow the outline as presented on page 12 of the grant solicitation. The direction of this team will fall under the responsibility of the lead agency.

The program will pay particular attention to the importance of using validated assessments to assist in reentry planning decisions. The significance of this component is illustrated by the fact WDOC has reviewed a validation study on the LSI-R, researched the Jesness Inventory and, in addition to making budgetary requests for these assessments, the Reentry Program is also making a budget request for a full-time psychologist to assist in delivering assessments, training staff to administer assessments when possible and to develop a working relationship with mental health staff in the institutions.

Initial offender reentry plans will include steps for all three phases of reentry. This will assure that all factors are available for review and modification as needed. This type of planning will allow offenders to develop a vision for their future, with the ultimate goal of full integration into the community and the eventual termination of subsidized support. These reentry plans will also work in conjunction as parole plans.

The reentry plans will once again be evaluated by the transition team and necessary modifications will be made when offenders leave the institutions and begin Phase II of the program. It will be imperative that services be available to offenders as identified through assessments and through transition team meetings. Some of these services might include housing, substance abuse, education and perhaps participation in a victim-offender mediation program.

The continuum of supervision during Phase II will largely be the responsibility of the offender's parole agent. However, it is anticipated the agent will be assisted by the community reentry coordinator who will work closely with both the offender and the agent. The continuum

of services will ultimately be the responsibility of the lead agency and the program coordinator, but the day-to-day activities will fall under the supervision of the transition team and the ability of our team to coordinate phase II and III in the communities. Certain aspects of this continuum will fall initially under the direction of the parole agent, i.e. restitution, community service and electronic monitoring. These components are already well established in the participating counties and will remain important piece of reentry services. Educational services will remain the responsibility of the Wyoming Workforce Services and the Community College Commission and they will closely work with local adult higher education centers. Employment, substance abuse and mental health services will continue to be available in each phase of the program.

Housing will be addressed in a variety of ways including the utilization of HUD as a resource when possible. Also, the ACC's provide a transitional living environment for participants and the WDOC intends to provide one-time monetary assistance to ISP participants in the amount of \$750 for offenders who qualify for this funding. The one-time monetary assistance of \$750 to offenders will not be used for payment of court ordered financial obligations. Rather, the \$750 will be used for an offender's initial cost of housing and other "start-up" related expenses upon release from prison. The assistance will be given to those offenders who do not participate in the ACC program, but who are paroled to the Intensive Supervision Program and have not had the opportunity to earn money prior to being released to parole.

As noted earlier, the Wyoming Board of Parole is the release granting authority and they will be active participants in Phase I and Phase II. It is anticipated that as offenders move from phase to phase the transition team will meet and assess the offender individualized reentry plan and adjustments will be made as warranted.

Step Eight: Organize Project Management

In an attempt to overcome typical coordination difficulties found in designing, implementing, and operating multi-system programs, as lead agency, the Wyoming Department of Corrections will immediately take steps to coordinate activities and ensure the smooth operation of the project. The first step will be to interact with the Reentry Steering Committee and identify the implementation team. Secondly, a project director will be hired to oversee day to day activities. Furthermore, hiring a project director will increase communication between the partners and the flow of information from the partners to both the institutions and field offices where services are being administered.

The project management for The Wyoming Serious and Violent Offender Reentry Program is supported by the Memorandum of Understanding signed by the participating agencies and defines the manner in which the Reentry Program Steering Committee will establish a framework for a partnership and service delivery. The MOU allows for sharing of data between the Reentry Program Steering Committee members, and allocation of resources and shared management of the Wyoming Serious and Violent Offender Reentry Program.

The role of the Reentry Program Steering Committee will continue through the life of the grant and the ongoing collaboration will address interim issues such as the need for additional resources and funding, case management issues, intermediate outcomes and data management. The Reentry Steering Committee will work towards establishing long-term program stability and sustainability.

The Wyoming Department of Corrections has been designated as the lead agency and will coordinate program activities and facilitate the resolution of any coordination difficulties encountered while implementing and operating multi-system programs. To ensure the smooth operation of the project, a project director will be hired. The project director's role will be to

manage the day to day operation of the grant and to facilitate and coordinate the communication between the partners and the flow of information from the partners to service providers in both the institutions and field offices.

The WDOC assigns caseworkers to each offender within the WSP and WWC. There is also currently a Treating Addictions and Criminal Thinking Program Coordinator within the WSP. The target geographic area is staffed with a total of 15 WDOC ISP agents and six WDFS ISP agents. Four agents manage the ACC caseload in Campbell, Laramie and Natrona Counties. The ISP officers will work closely with the aftercare case managers who will be contracted with under this initiative to provide coordination of reentry services in all three phases.

The WDOC and WDFS have coordinated with the adult and juvenile institutions to increase awareness of program expectations. Program coordination and oversight will be facilitated by Juvenile Justice consultants at the state level and communication will flow directly between the aftercare case managers and the consultants. All reports required by the grant will be developed at the state level with input from the aftercare case manager, probation officers and institution staff. Each collaboration partner will be required to submit monthly reports indicating their participation with the offenders.

The WDOC and WDFS, with the assistance of the University of Wyoming Statistical Analysis Center, are in the process of developing and fully implementing an offender management information system. This system will facilitate the identification, referral, assessment, supervision, treatment, and tracking of released offenders. The system is being built on existing systems and information collected may include institution plans, services received, tracking information, sanctions and incentives used, and the program's progress. WDOC will make information related to the program's funding, identified additional needs, success/failure,

case management issues, and other details available to all participating departments and federal evaluation as needed.

B. Wyoming Serious and Violent Offenders Reentry Program for Juveniles

1. Project Narrative:

The funding requested in this proposal will enable the Wyoming Department of Family Services to develop a comprehensive system of aftercare for juvenile offenders. Through collaboration with multiple agencies we are able to share information relative to the target population and identify a myriad of funding sources. A system of aftercare will be developed which will allow for improved case-by-case access to services and a more comprehensive form of case management.

Coordination of aftercare services for juveniles being released from Wyoming Boys= School (WBS) or Wyoming Girls= School (WGS) is hindered by the high caseloads of the caseworkers in their Ahome@ communities. Typically, a caseworker will have a caseload that includes Child Protection cases, Adult Protection cases, placement cases, and juvenile probation cases. The average caseload is consistently higher than states whose composition and population are similar to Wyoming. High caseloads prevent a caseworker from having the time necessary to develop and coordinate effective aftercare services in the community.

Many characteristics these juveniles exhibit include involvement in multiple systems of care from early childhood and the child protection arena (as victims) to adolescence and the juvenile justice system (as delinquents). They also have experienced multiple placements including foster care, group home care, residential treatment and eventually, secure correctional care. These juveniles have typically been involved in multiple levels of court and have extensive offense histories beginning in early adolescence.

An increase in mental health issues and substance abuse has been reflected in the juvenile offender population: 85% of the students at the WGS and 95% of the students at the WBS report

substance abuse issues. Educational performance is generally less than adequate, with students exhibiting failing grades, behavioral difficulties, performance at lower grade level, and poor attendance. These factors will increase the likelihood of re-offending if treatment is not provided.

2. Project Goals and Objectives.

The program goals and objectives are detailed in the Wyoming Department of Corrections narrative in Part A Step 2.

3. Target Population

The selection of target areas for services under this initiative is based on high levels of juvenile commitment to the Wyoming Boys= School and Wyoming Girls= School and the seriousness of the committing offense. Data also indicates a higher level of return to institutions from the selected geographic areas. Wyoming Department of Family Services serves approximately 1200 juvenile offenders on probation on any given day. This number does not include those juvenile offenders being treated in Wyoming's secure facilities.

The Wyoming Boys= School (WBS) has a capacity of 95, with an average treatment population of 220 males per year. The rate of return to the WBS averages 25% per year. The Wyoming Girls= School (WGS) has a capacity of 95, with an average treatment population of 100 females per year. The WGS= rate of return averages 25% year. Both facilities are Wyoming's most restrictive placements for juvenile offenders in the State, housing our most serious juveniles. Upon commitment to the Wyoming Boys= School (WBS) or the Wyoming Girls= School (WGS), any youth from one of the three selected communities will be assigned an Aftercare@ case manager and the T-ASI will be administered to determine risk and needs. The

T-ASI is the juvenile version of the Addiction Severity Index (T-ASI) which is detailed in the Department of Corrections narrative.

Based on the population served at the institutions and the rate of return, 60 to 100 juvenile offenders age 14 to 17 will be served during the course of the 24-36 month program in three selected communities. These youth face barriers in returning to the community in many areas. Prior to commitment, most identified juvenile offenders have alienated members of the community including school personnel, family members, business owners, victims, and other juveniles by virtue of their behavior. Bridges need to be mended for successful reentry to the community.

Typically, schools are reluctant to accept returning students back into school based on their previous record of non-attendance, behavior issues, poor grades and the fact that they have been either to the Wyoming Boys= School or Girls= School. Family members, business owners, and other community members have damaged relationships causing lack of trust and unwillingness for acceptance. Juveniles face challenges securing and maintaining employment in the community because of their age, appropriate work hours competing with education time, lack of work ethic and adequate training. Program success, in part, will depend on buy-in from community members and realization of the potential benefits to be gained from the offenders being productive members in the community.

WDFS has recently been appropriated funds through the State Legislature to expand the Intensive Supervision Program (ISP) across the state. Teams of two (2) ISP officers and one (1) support staff will be hired in each of the selected communities of this initiative. The juveniles returning to the community will be assigned to ISP and will agree to all terms and conditions that come with participation in the program. Involvement with this initiative will be a program

requirement of ISP. Juveniles will voluntarily be assigned to this program. WDFS policy regarding ISP clearly outlines consequences for failure to meet program requirements and establishes the mechanism to assign sanctions based on behavior.

3. Organizational Capacity/Key Decision Makers

The WDOC is the lead agency and has detailed its experience in leading collaborative efforts in Part A of this work plan. The Wyoming Department of Family Services (WDFS) is the state agency with the statutory authority to provide supervision and services to the juvenile offender population in Wyoming. WDFS is participating in many statewide collaborations with multiple partners to better serve children and families. Currently, WDFS has formed a partnership with the Wyoming Department of Workforce Services to have a One-Stop facility in several communities. Clients are able to come to one facility to receive services for gaining employment and at the same time receive childcare assistance for work hours.

The WDFS has also collaborated with the State Departments of Health, Education, Employment, Workforce Services and Corrections on a comprehensive substance abuse plan, which serve as an innovative method of serving infants through adults on issues pertaining to substance abuse including prevention and intervention. WDFS also participates in the Wyoming Youth Collaborative which is designed to develop a more efficient system of providing services to children, families and communities. Key decision makers have been identified and included on the Memorandum of Agreement (MOA) which is attached to this document.

4. Phase Design: Operations, Oversight and Coordination

The following critical elements will be present at each phase: **Individualized/specialized plan:** Plans must respond to the unique needs, situations and circumstances present in each case. The

system will be designed to wrap itself around the juvenile instead of the juvenile being isolated within our system.

- a. Community involvement:** In order to successfully reach the stage of community reintegration, the corrections professional must incorporate the involvement of the community into each stage of the process. The community is the focus for safety planning to prevent and reduce criminal behavior. Communities are the naturally occurring units from which young offenders emerge and to where they will return. Involving the community in different ways at different stages accomplishes the following: the community begins to invest in its youth, assume ownership and responsibility for insuring success and preventing further failures. The agency begins to develop partnerships in the community and creates the possibility of using resources more effectively.
- b. Family involvement:** It is counterproductive to try to separate a juvenile's individual treatment needs from their family issues. The successful reintegration process must somehow acknowledge current family problems, capitalize on existing strengths, and find ways to model relationships that young offenders can use when they begin to form their own adult relationships. This requires the case manager to focus specifically on the area of family as an element in the process. Key family members must be empowered to take a leadership role in the treatment planning process, with appropriate levels of support from case managers.
- c. Balanced and restorative justice:** The overall goal of this element is to insist that young offenders take personal responsibility for their actions, actively work to repair the harm that they have caused to the victim(s) and community and set goals to develop

personal competency and to become productive community members. Initial assessment must include information about victim and community safety concerns, as well as avenues for repairing the harms that have been done. The case plan must address these issues throughout treatment, transition and reintegration (include: community services and restitution obligations, victim sensitivity training, community safety plans, and victim-offender mediation).

The program will design and implement strategies to directly involve victims and community members in both the assessment and aftercare planning process, to set realistic and acceptable goals for how the offender can earn the opportunity to return to his or her neighborhood. The program will also look for involvement of a variety of community based stakeholders, such as religious leaders, teachers, extended family members, and friends who may be willing to take on specific roles in aftercare planning, support and accountability systems.

- d. Culturally competent/relevant:** The concept of diversity includes not only cultural sensitivity, but also the principles of representativeness and of valuing differences. Also, it is a set of ongoing values and skills developed with knowledge, sensitivity, and awareness that allows an individual, organization, or agency to interact and provide services to a diverse community in various environments. Staff members must be aware of the impact that their own culture has upon their communication styles, as well as how to effectively communicate across traditional cultural boundaries.
- e. Accountability:** The end goal is for the young offender to hold himself or herself accountable and expect to be held accountable throughout reintegration. A key part of the youths accountability plan is a customized set of Agraduated responses@, meaning

clear expectations for behavior matched with incentives and sanctions. Crisis response, relapse prevention and intervention, individual and family counseling are common elements of effective accountability systems that support reintegration to the community.

- f. Strength-based approach:** Taking the time to evaluate the individual strengths of each case helps the professional to develop the individual nature of each plan. Juveniles get more creative, thoughtful treatment plans, and are reintegrated successfully into the community more frequently, recognizing youth as potential citizens of our communities.

5. Phase Specific Delivery System and Design.

Phase I: Protect and Prepare: Institutionally-Based Programs.

During this stage, the juvenile is guided to recognize responsibility for thoughts and behavioral choices, and assumes responsibility for the actions that brought them into the facility. The juvenile learns to exercise appropriate behavioral control, and indicates a readiness to demonstrate that same control in a less structured setting.

- a. Individualized/Specialized:** In this stage managing juvenile movement through the program is essential. In secure placement, many young offenders are able to develop enough behavioral control so that they can safely proceed into treatment in lesser level of care. The youth has access to a continuum of services that can adequately address any specialized needs. The youth has access to culturally specific, gender specific and language appropriate treatment services. Programs work together to impact juveniles and teach them to connect their thoughts to their behaviors, identify thinking errors early and translate them into better choices.

- b. Family:** The institution and aftercare case manager ensure that the family plays a prominent role in this stage, how ever that is appropriate. Cultural considerations and language barriers of the family are addressed.
- c. Strength based:** Juveniles are actively engaged in programming and the level of restriction matches the level of risk, so that as skills and strengths emerge, they are practiced.
- d. Community:** Community based services are brought into the facility, especially as it allows for the building of relationships that can continue past the point of release.
- e. Cultural Competency/Diversity:** The institution provides a continuum of programming based on culture, gender, age and other issues relevant for the juvenile offender population.
- f. Restorative:** During this stage, the youth is prepared to engage in restoration activities upon release. Some restorative activities may take place while in the facility - beginning work on victim restitution or community reparation.
- g. Accountability:** Young offenders may need to leave and later return to the secure facility as the situation dictates. The system is flexible enough to accommodate such a move based on the needs of the youth.

Phase I juvenile offenders will be actively involved in an individualized education program while in the secure facility. The schools are fully accredited educational programs serving 6th through 12th grade students with core subject requirements. Many students possess active Individual Education Plans and qualify for resource assistance, and most qualify for Title

1.

All students are administered the Woodcock-Johnson Educational Achievement Test Battery and California Achievement Test/5 upon admission to the institution. Students are tested in math, reading, social studies, study skills, spelling, science and written language. These assessments are used to determine educational tracks and are provided to instructors to assist them make a determination of what will best meet the students' needs. Based on rate of progress and eligibility for other vocational or educational opportunities, student programs are reviewed to determine at what point it may be in the best interest of the student to un-enroll from academic school in order to pursue official G.E.D. testing. Students have the opportunity to prepare and test for their G.E.D. within each institution.

Contact is maintained with the students "home school" while in secure care. All records are obtained from the sending school to be assessed by school staff at the institution. All school records from the institution are returned to the student's home school. Continuation of education services occurs upon return to the community.

Most students receive mental health services while in the institution. Therapists from the local community mental health agency and facility staff provide services to students on a full time basis. Services are delivered in individual counseling sessions and group counseling sessions. Evaluations and assessments are completed on all students who receive mental health services.

There are two (2) full time Addiction Specialists at each institution to provide substance abuse programming for students. Evaluations and assessments are completed to determine needs. Focus includes recovery/relapse prevention and development of relapse plans, education, and cognitive change.

There is one (1) full time independent living coordinator at each institution to work with students. The independent living programs concentrate on giving students the opportunity to become knowledgeable and skillful so they may function in an organized, free enterprise society. Students' needs and interests are assessed prior to acceptance into the independent living program. The curriculum and thinking process centers on employment with additional life skills training (money management, home management, social skills, decision making, family dynamics, civic awareness, human relations, and careers/vocations, etc.) are included for each student.

Students are provided the opportunity for mentoring relationships in occupational fields of interest as well as employment either on institutional grounds or in the community. Students accepted into the independent living program are connected with an Employment and Training Specialist through the Wyoming Department of Workforce Services (WDWS), who determines eligibility in the Workforce Investment Act (WIA) program. Once eligibility is determined, students are able to qualify for special programs offered by the WDWS; their eligibility follows them to their home community and services continue.

The institutions have full time medical staff that complete a physical examination, including hearing and vision screening upon entry. Identified medical needs are treated while in the institution and follow up provided for in aftercare planning. Students in state custody at the institution are Medicaid eligible. After release, the income of the family is taken into consideration in determining further Medicaid eligibility. Wyoming has a Kid Care program which ensures all Wyoming's children will have health care coverage. The assigned probation officer in conjunction with the aftercare case manager will monitor the treatment of medical needs identified in the aftercare plan.

All program participants will be assigned an aftercare case manager from the designated community. The case manager will begin to coordinate aftercare services upon entry to the institution by forming aftercare teams made up of community service providers, family members, school personnel, and a support person from an identified faith based organization. The case manager will have one face-to-face contact with the juvenile each month and will maintain monthly contact with the family.

The aftercare team will also have one face to face contact each month with the juvenile at the institution prior to discharge. Aftercare planning is the process of developing a plan that recognizes the individual strengths and risk areas present for the youth and family. Where possible, the aftercare plan uses the strengths to address the risk factors, cultural and individual treatment needs of the juvenile offender. It sets forth through the establishment of goals and objectives an outline for risk mitigation, and shares a vision for success. The teams will begin formulating individualized aftercare plans to ensure coordination and continuation of educational, employment, mental health and substance abuse services upon return to the community. The need for additional services including housing assistance, victim assistance, intimate or domestic violence intervention, and restitution mechanisms should be considered in aftercare planning. The need for these services shall be assessed upon intake and again at time of release.

Phase II: Control and Restore: Community-Based Transition. The aftercare plan for the juvenile translates itself into real life services and programs. Services, frequency and timelines are attached to goals and objectives in an outcome based fashion. At the institution, the juvenile had the goal of developing enough behavioral control and insight in order to warrant a trial in a lesser restrictive setting. Now, the juvenile offender will be expected to continue those

expectations while at the same time negotiating all of the complex everyday decisions that surround living at home, attending school, and moving around the community. The intent is to build a transition plan that is so seamless that it is easier to succeed than to fail.

- a. Individualized/Specialized:** The process of community supervision prepares itself to unfold around the youth and family. It is part of an ongoing plan. The plan is flexible and can be re-worked quickly as the need arises. Required level of support can change frequently. The plan outlines the strengths, expected outcomes, services, consequences related to compliance, and approximate time frames. Culturally specific and language appropriate services are incorporated into the plan.
- b. Family:** The family leads as much as possible in developing the expected outcomes for placement in the home. Cultural considerations of the family are a part of the transition plan. The family will be included in setting forth expectations of the juvenile's behavior in the community, i.e. where and who to avoid, positive activities, possible informal supports.
- c. Strength based:** As noted above, the idea is to build a seamless plan with contingencies and back-ups included. Thoughtful, thorough plans have a good chance of succeeding.
- d. Community:** Community based resources provide services that the WDFS does not have the ability to deliver itself. Informal supports and relationships in the community are invaluable eyes and ears for the probation officer. These collateral contacts make substantial contributions to the success of the aftercare plan.
- e. Cultural Competency/Diversity:** The cultural/diverse needs of the youth are addressed in the plan.

- f. Restorative:** During this stage, the juvenile may be ready to participate in accountability conferences or in a mediated event with a victim. Detailed plans are in place for addressing any community services or restitution obligations.
- g. Accountability:** A probation agreement that can be individualized and signed by the juvenile, and adult responsible for juvenile offender, and a probation officer is useful for purposes of accountability. Whenever possible, prior to release, the judge will be a member of the aftercare team and will be actively involved in the development of the aftercare plan. Upon release to the community, the juvenile will meet with the judge and the aftercare team to review the aftercare plan, including the expectations of participation in ISP and community services.

The probation officer in conjunction with the aftercare team, which includes the aftercare case manager and community service providers, will monitor the juvenile's compliance and adherence to the plan, and will make monthly reports to the reentry authority/judge. The ability to impose sanctions for non-compliance is detailed in agency policy. The probation officer and the aftercare team will also have the ability to reward compliance and effort on behalf of the juvenile.

Phase III: Responsibility and Productivity: Community-based Long-term Support.

Reintegration is the difference between releasing a juvenile to a community and releasing a juvenile into a community. The idea of community reintegration assumes that the juvenile will be a contributing member of the community, viewed as an asset, rather than a liability.

- a. Individualized/Specialized:** In this stage, the individualized nature of this process focuses more on what the youth will be contributing, as opposed to the emphasis on receiving services.

b. Family: The family has developed a partnership relationship with the aftercare case manager and interacts at that level in the planning process.

a. Strength based: At this stage, the juvenile is able to act as a partner in planning for his/her own needs. The youth has some understanding of what will work for him/her, and is able to articulate their needs.

b. Community: The youth reports a sense of ownership in the community at this stage, identifies himself/herself as belonging in the community, and behavior is congruent with these beliefs.

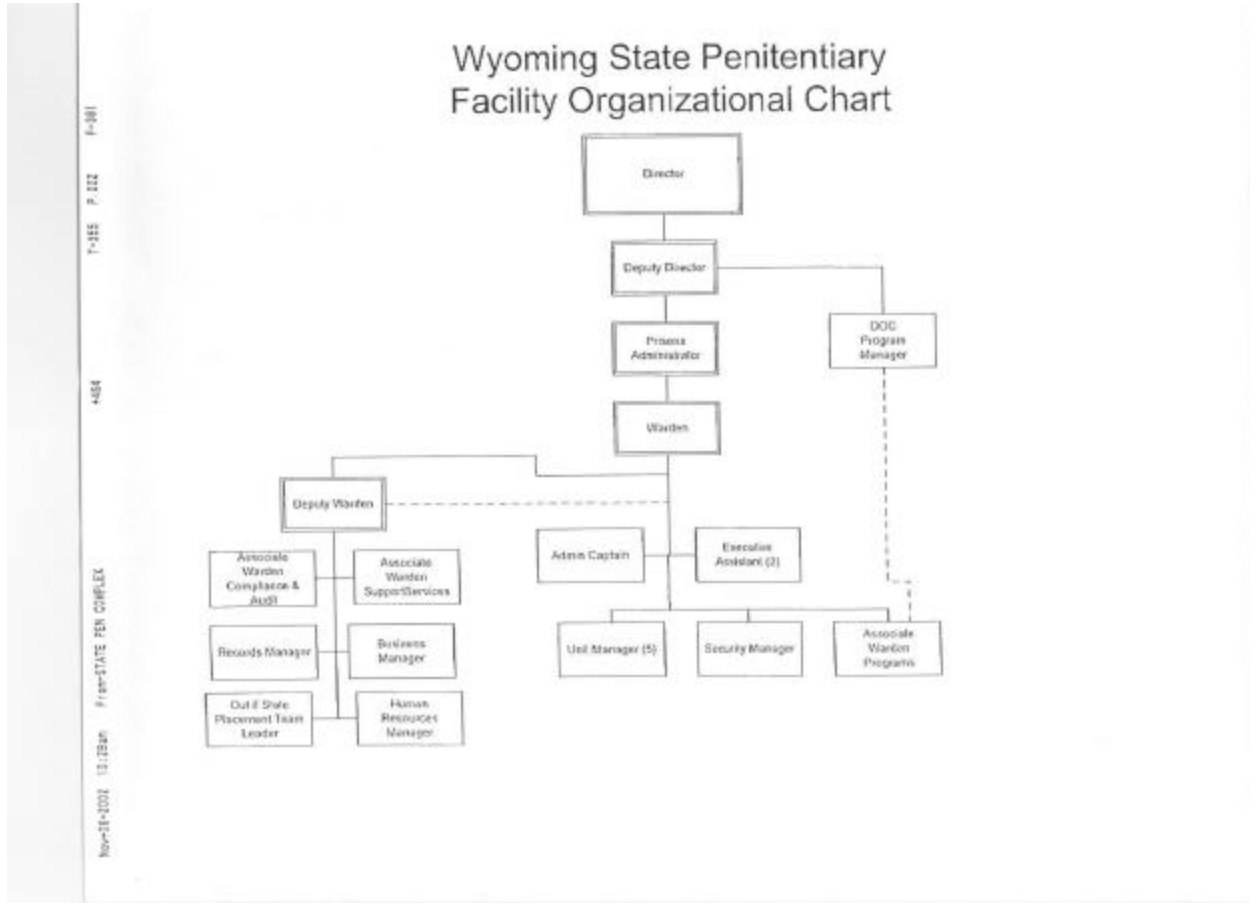
c. Cultural Competency/Diversity: The youth and family continue to identify their needs, and carry forth a plan for positive community reintegration.

d. Restorative: Reintegration work does not take the place of restitution or community service, and the concepts should not be confused. Juvenile offenders have a relationship with their community. When a breach occurs in a relationship, the relationship is not satisfying to either party until amends are made. Juveniles share this need to complete the process and make things right before they are able to move on.

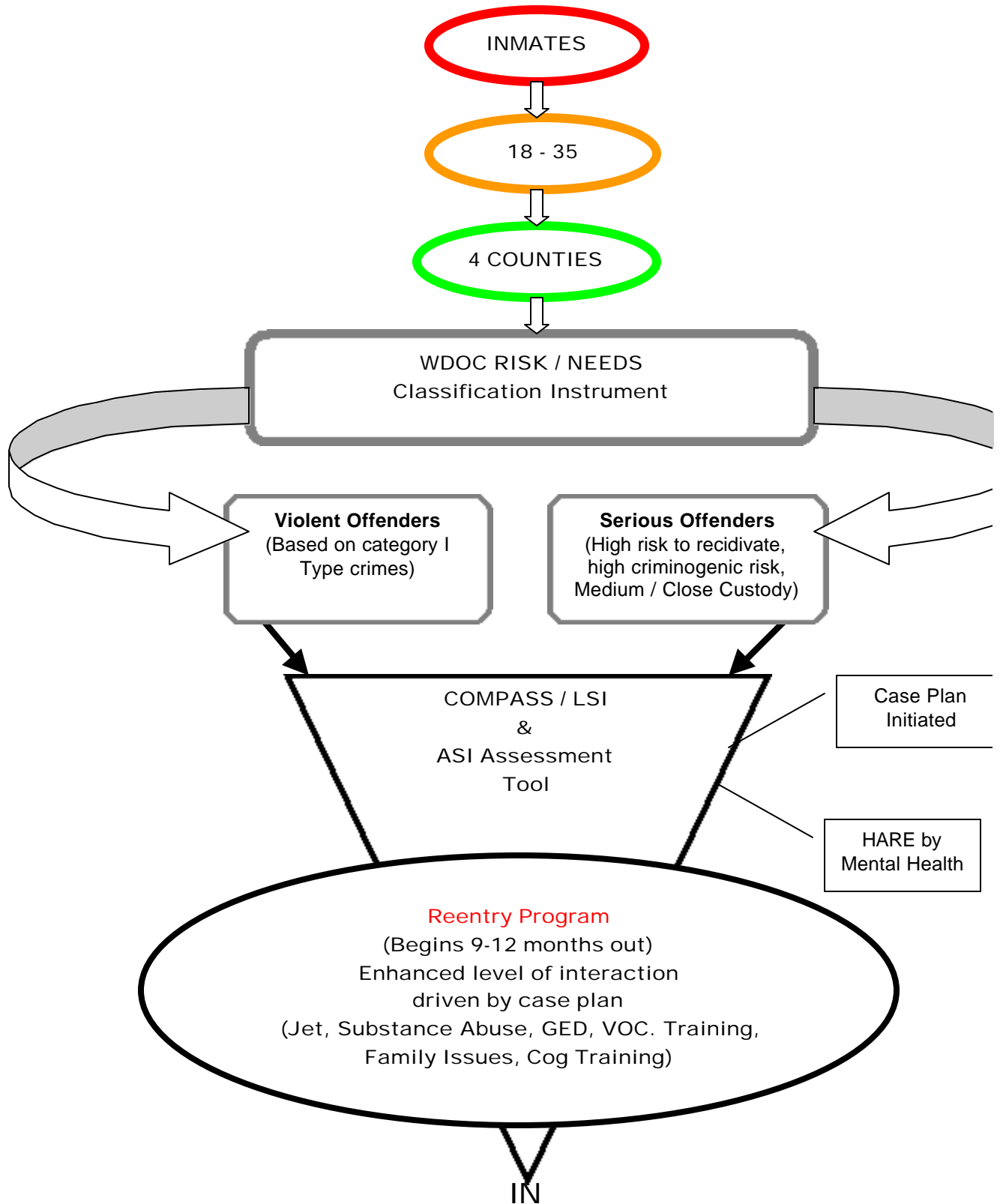
Accountability: The burden of responsibility for accountability has shifted from the aftercare team to the juvenile, family and community at large. This stage can represent a time-consuming effort, but it serves several purposes that are in line with the goals of juvenile corrections. Juvenile offenders approach release from custody with an enhanced sense of self worth, and a more positive self-identity.

They are less likely to recidivate, and more likely to contribute to their community. At this stage, the juvenile offender has learned how to focus on someone else's need, not just his/her own. They are able to make positive contributions to their community in the future, and may be more successful in their future family lives.

APPENDIX PART A:



SELECTION OF TARGET POPULATION FLOW CHART



APPENDIX PART B: SELECTION OF ADULT TARGET POPULATION

TIME TASK PLAN FOR THE WYOMING SERIOUS AND VIOLENT OFFENDER ADULT PROGRAM

GOAL #1: Prevention of Re-offending: defined as re-arrest for a felony or misdemeanor by program participants			
GOAL #2: Enhance Public Safety			
Objective A: Select the target population of serious and violent offenders age 18-35 at the Wyoming State Penitentiary (WSP) and the Wyoming Women's Center (WWC) who will be returning to the target geographic areas of Campbell, Laramie, Natrona, and Sweetwater Counties for participation in the Wyoming Serious and Violent Reentry Program (Reentry Program)...			
Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures
1. Identify all serious and violent offenders ages 18-35 at the WSP and WWC to determine those offenders who are at least 14-15 months away from date of discharge from custody to the four target geographic areas.	<p>1. Finalize analysis of number and characteristics of high risk offenders projected to return to the target communities.</p> <p>Time Frame: Week one through week three.</p> <p>2. Meet with partner organizations to review proposed criteria and process for selecting eligible participants.</p> <p>Time Frame: Week four.</p> <p>3. Finalize selection criteria, risk assessment instrument, and selection process.</p> <p>Time Frame: Week five.</p>	Reentry Steering Committee.	

	<p>4. Identify Violent Offenders: utilize a check list evaluation tool to screen all individuals age 18-35 incarcerated for, or have a prior criminal history of, having committed a violent offense such as murder, manslaughter, sexual assault, robbery, kidnapping and other assault offense. Enter data into the MIS system. Review evaluations to determine eligibility.</p> <p>5. Identify Serious Offenders: use the current WDOC institutional classification/ risk assessment instrument to screen all individuals age 18-35 to identify offenders who are a high risk to re-offend, i.e. those offenders who score Medium or Close custody housing level.</p> <p>6. Utilize an assessment instrument such as the LSI, ASI, COMPASS, HARE or other appropriate instrument to determine which serious and violent offenders are eligible for the program.</p> <p>7. Those offenders who would be eligible otherwise but who are not reentering one of the target geographic areas will be placed into the control group.</p> <p>8. Meet individually with the prospective candidates to determine whether the offender is willing and able to participate in the program. Those who refuse to participate in the program will be placed into the control group.</p> <p>9. Meet with each program participant to complete any further assessments, sign intake documents (e.g. releases of</p>	<p>Reentry coordinator with the assistance of the institutional case managers, MIS staff.</p> <p>Reentry coordinator with the assistance of the institutional case managers, MIS staff.</p>	<p>a. Total number of offenders screened at the WSP and WWC.</p> <p>b. Number of offenders identified as having committed a violent offense.</p> <p>c. Number of individuals identified as being serious offenders.</p> <p>d. Number and type of assessments completed.</p> <p>e. Number of offenders meeting eligibility requirements.</p> <p>f. Number of individuals who will participate in the program.</p> <p>g. Number of members of the control group.</p>
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	<p>information, agreements to participate in the program, etc.)</p> <p>10. Use the assessments to individualize case plans for program participants ..</p> <p>Time Frame: Two to three months prior to implementation of Phase I.</p>		
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Objective B. The Reentry Program will develop individualized case plans for each participant to provide services and programs to address program participants' criminogenic risks and needs to facilitate the successful reintegration of offenders into society as well as provide services to offenders in Phase II and III who are in the community to improve social accountability Develop a case plan for each participant to address the participants criminogenic risks/needs:

Strategies	Activities/Timeframe	Person(s) Responsible	<p>Results/Outcome Measures</p> <p><i>ENTER THE FOLLOWING DATA INTO MIS SYSTEM. COMPARE RATES OF PROGRAM PARTICIPANTS TO THE RETURN RATES OF THE CONTROL GROUP EVERY 3 MONTHS, 6 MONTHS AND YEARLY.</i></p>
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<p>1. Reduce by 30% the rate of return to state level incarceration by program participants through the duration of the program and within 12 months of completion of the program as compared to a control group during the same time period</p>	<ol style="list-style-type: none"> 1. Develop and implement a cognitive skill building program. 2. Assess and address substance abuse issues. 3. Develop education and vocational programs. 4. Develop and maintain effective sex offender treatment and supervision. 5. Assess and address mental health issues. 6. Prerelease employability, life skills programs. <p>Timeframe: Beginning of Phase I through 12 months after participant completes Phase III.</p>	<p>Institutional and field case managers, parole agent, reentry program coordinators, MIS staff Workforce Services career advisor, Dept. of Health case worker.</p>	<ol style="list-style-type: none"> a. Returns or regressions to higher level of custody. b. Returns to state level incarceration by program participants. c. Number of program participant's completing an established cognitive program. d. Number of program participants completing drug/alcohol programming. e. Number of program participants identified with a substance abuse problem. f. Number of substance abuse tests completed by program participants. g. Number of positive substance abuse tests. h. Number of program participants completing the Intensive Treatment Unit programs at the WSP and WWC. i. Number of program participants without a high school diploma or GED. j. Number of program participants in educational/vocational classes. k. Number of program participants receiving a G.E.D. l. Number of sex offenders satisfactorily participating in treatment at time of discharge from supervision. m. Percentage of sex offenders committing new sex offense(s) while under supervision and 12 months from date of discharge from the program. n. Number of offenders assessed with mental health issues and involved in treatment. o. Percentage of participants who satisfactorily complete the case plan objectives at the point of discharge from custody or supervision.
<p>2. Reduce by 15% the rate of all arrests of program participants through the duration of the program and within 12 months of completion of the program as compared a control group during the same period of time.</p>	<p>Complete all phases of the program and provide education and vocational services, primary and mental health care services, and collateral services.</p> <p>Timeframe: Beginning of Phase I through 12 months after participant completes Phase III</p>	<p>Institutional and field case managers, parole agent, reentry program coordinators, MIS staff.</p>	<p>Document any re-arrest by program participants. Enter data into MIS system. Compare the re-arrest rates of program participants to the re-arrests of the control group.</p>

3. Ninety percent of participants able to work are employed fifty percent of the time.	1. Determine participant's ability to work. 2. Track the employment of offenders utilizing time sheets. Time Frame: Beginning of Phase I through 12 months after participant completes Phase III.	Institutional and field case managers, parole agent, reentry program coordinators, MIS staff Workforce Services career advisor, Dept. of Health.	Document the number of hours worked by each offender Enter data into MIS system. Compare the employment rate of program participants to the employment rate of the control group.
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GOAL #3: Improve Development of Community Resources.

Objective: The Wyoming Department of Corrections (WDOC) will coordinate an effort which will identify resources available in each of the four counties designated as a reentry site. This will be accomplished by the development of a resource manual.

Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures <i>ENTER THE FOLLOWING DATA INTO MIS SYSTEM. COMPARE RATES OF PROGRAM PARTICIPANTS TO THE RETURN RATES OF THE CONTROL GROUP EVERY 3 MONTHS, 6 MONTHS AND YEARLY.</i>
<p>100% of offenders participating in Phase I of the Re-entry Program will be provided a copy of a resource manual outlining specific resources in the community in which they will be returning.</p>	<ol style="list-style-type: none"> 1. Develop a resource manual for each of the four reentry counties, seeking input from partners as needed. 2. Provide a copy of the manual to each offender prior to their leaving the institution. 3. Familiarize offenders with local community resources. 4. Provide offenders an opportunity to review resource manual in presence of institutional and reentry staff and seek clarification or assistance as needed. 5. Upon release to the community, offender and parole agent will both be aware that resource information was provided and offenders will be responsible for being aware of the information. <p>Time Frame: Four (4) weeks prior to the offenders' completion of Phase I.</p>	<p>WDOC Field Services staff, institutional reentry coordinator, institutional case managers.</p>	<ol style="list-style-type: none"> a. Resource manual completed by December 1, 2002 with yearly updates thereafter. b. Number of community resource contacts made by offenders. c. Number of community resources actually used by offenders. d. Participants' and parole agents' evaluation of usefulness of the manual.

GOAL #4: Offender Assistance in Citizenship Skills Development.

Objective A: Increase offenders' citizenship skills through completion of service to the community.

Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures <i>ENTER THE FOLLOWING DATA INTO MIS SYSTEM. COMPARE RATES OF PROGRAM PARTICIPANTS TO THE RETURN RATES OF THE CONTROL GROUP EVERY 3 MONTHS, 6 MONTHS AND YEARLY.</i>
<p>70% of offenders entering Phase II will participate in some form of community service work within six (6) weeks of reentry into the community.</p>	<ol style="list-style-type: none"> Offenders will meet with parole officer and the community reentry coordinator to discuss options available for community service work. The parole agent, community reentry coordinator and offender will determine type and length of community service to be performed The offender will initiate contact with organizations or individuals who will monitor community service work. <p>Time Frame: Community service will begin within six (6) weeks of reentry to the community.</p>	<p>Parole agent, community reentry coordinator, evaluator..</p>	<ol style="list-style-type: none"> Number of offenders performing community service. Names and social security numbers of offenders are to be forwarded to the state workers' compensation office on a monthly basis. Number of offenders successfully completing community service assignment. Number of hours performed. Locations of where community service was completed. All information regarding community service will be reported to the Wyoming Statistical Analyses Center (WySac) for evaluation.

GOAL #4: Offender Assistance in Citizenship Skills Development.

Objective B: The Reentry Program will seek opportunities for expanding the involvement of community, and victims in improving the effectiveness of services

Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures <i>ENTER THE FOLLOWING DATA INTO MIS SYSTEM. COMPARE RATES OF PROGRAM PARTICIPANTS TO THE RETURN RATES OF THE CONTROL GROUP EVERY 3 MONTHS, 6 MONTHS AND YEARLY.</i>
<ol style="list-style-type: none"> 1. Increase awareness of response to victim issues. 2. Increase the public awareness of the Reentry Program's operations and services. 	<ol style="list-style-type: none"> 1. Hold meetings with victim and victim advocates to identify key issues as well as victim impact hearings. 2. Develop and implement a victim awareness program at the WSP and WWC. 3. Notify victims concerning offender's status 4. Train staff to specifically address victim issues. 5. Survey victims. 6. Collect restitution as ordered by the court or parole board. 7. Participate in community and restorative justice projects. 8. Produce press releases. 9. Develop publications for the public. 10. Conduct tours of the WSP and WWC for the public. 11. Meet with community members. <p>Time Frame: Week One of the program through the duration of the program.</p>	<p>Reentry Steering Committee, parole agent, community reentry coordinator, evaluator, Wyoming Board of Parole.</p>	<ol style="list-style-type: none"> a. Number of meetings conducted with victim and victim advocates to identify key issues. b. Number of offenders participating in victim awareness programs. c. Number of victims notified concerning offender's status d. Number of reentry program staff training sessions held specific to victim issues. e. Number of victim surveys sent out f. Number of victim surveys returned. g. Amount of restitution ordered and collected. h. Number of community and restorative justice projects involved in. i. Number of press releases produced. j. Number of newspaper articles regarding the Reentry Program. k. Number of publications developed for the public l. Number of tours by the public of the WSP and WWC. m. Number of meetings with community members.

GOAL #5: Ensure Program Sustainability

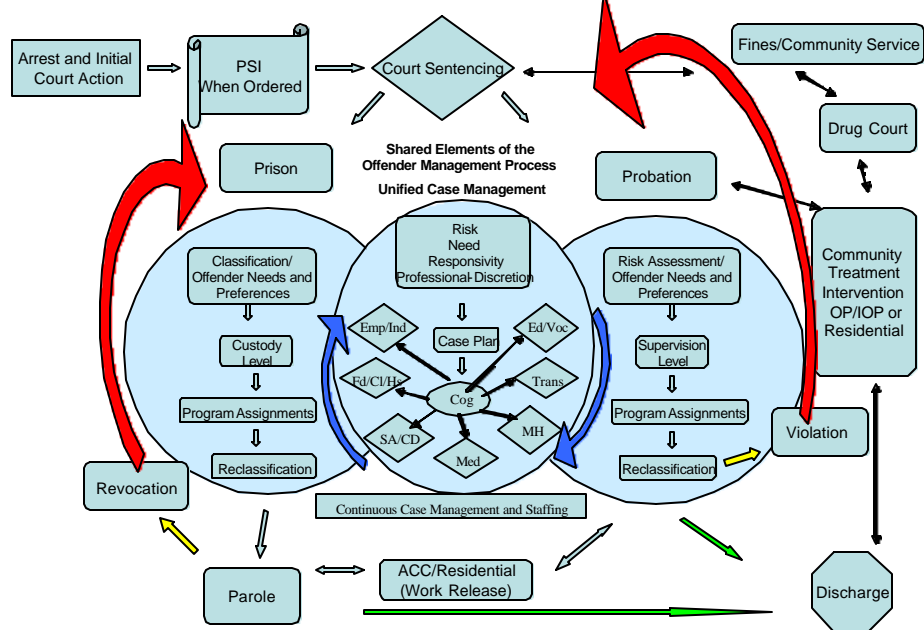
Objective: Understanding the purpose of the reentry monies, the Wyoming Reentry Steering Committee intends to make every effort, at every step, to create a reentry program which is not dependent on funding that is not readily available or reasonably accessible

Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures
<ol style="list-style-type: none">1. Develop a statewide, system-wide approach that fosters a working partnership between the reentry partners. The approach will focus on the utilization of existing resources for the common purpose of providing reentry services.2. Provide the framework for expansion of existing resources and services. The focus will allow the specific and narrowly defined reentry functions to be absorbed by the partners currently providing similar services to a larger group of offenders. This should reduce the likelihood of specific services being eliminated due to being specific to the reentry program. This would occur during the length of the grant.3. Maintain accurate record keeping. It will be important to document what works and what does not work. Evidence of a program that is making substantial progress in the successful reentry of offenders will be very appealing to policy decision makers, specifically the legislators during the budget session. At the same time, by documenting any shortcomings and presenting this information to lay	<ol style="list-style-type: none">1. Discussion with all partners regarding the need to design a program that is not dependant on a substantial amount of funding once the reentry monies are spent. Rather,, every decision should be made with some consideration of how each step will be sustained once the grant funding ceases.2. Design a reentry program so that activities which might be specific to the reentry program are not so different from other activities currently being offered by the partners. This will allow for the assimilation of similar service and resources. It will also make training and education of staff that much easier.3. Keep key decision makers aware of progress in reentry efforts and seek support from a wide coalition of community leaders. <p>Time Frame: The duration of the program.</p>	Reentry program coordinator, steering committee members, WDOC administrator, Wyoming Department of Family Services Administrator.	<ol style="list-style-type: none">1. Assess resources and staff and attempt to determine what types of services can be absorbed into existing serves. Be aware of staffing needs.2. Utilize the assistance of the program evaluator(WYSAC) to project resource needs, staffing needs and any other fiscal responsibilities to maintain an adequate level of services.3. Assess the number of offenders entering and exiting the program, assess the length of time of each phase. Document data to determine where additional resources could be placed to make the program more efficient.

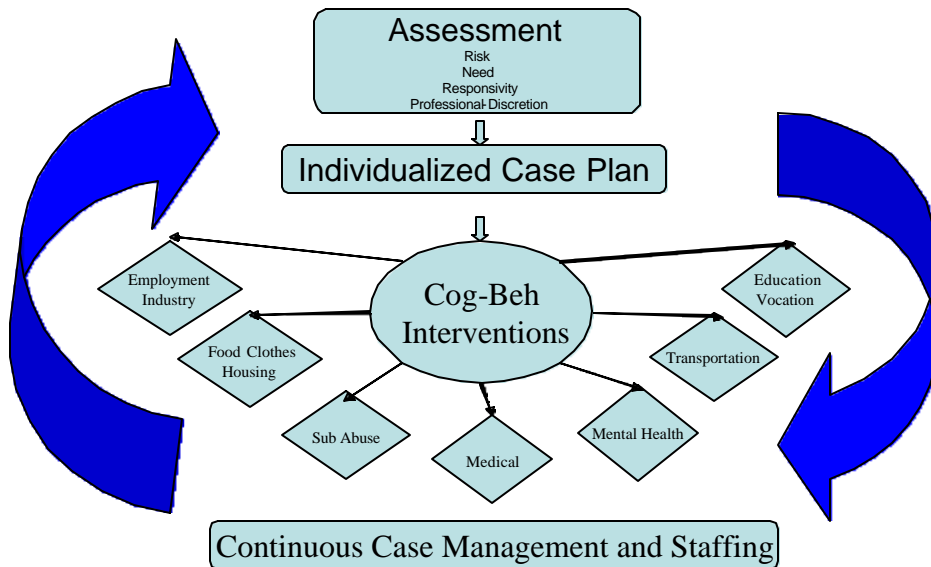
decision makers, could also work toward having additional monies appropriated for the purpose of reentry.			
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**APPENDIX PART D:
OFFENDER/CASE MANAGEMENT FLOW CHARTS**

Wyoming Department of Corrections Offender Management Process Flow Chart

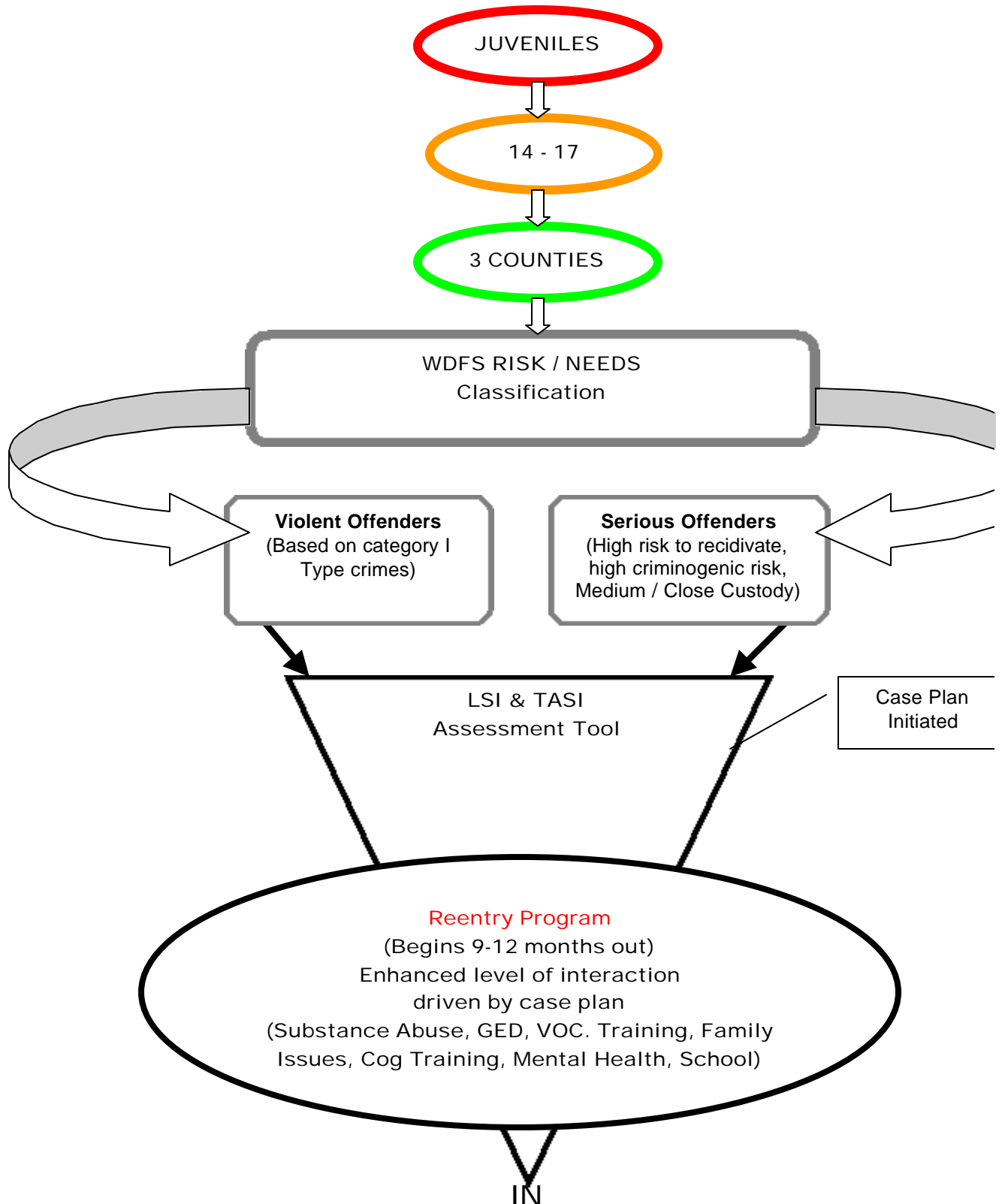


Unified Case Management Model



APPENDIX PART E:
SELECTION OF JUVENILE TARGET POPULATION FLOW CHART

SELECTION OF TARGET POPULATION FLOW CHART



APPENDIX PART F.
TIME TASK PLAN FOR THE WYOMING SERIOUS AND VIOLENT OFFENDER JUVENILE PROGRAM

GOAL #1: Prevention of Re-offending: defined as re-arrest for a felony or misdemeanor by program participants

GOAL #2: Enhance Public Safety

Objective A: Select the target population of serious and violent offenders age 14 - 17 at the Wyoming Boys' School (WBS) and the Wyoming Girls' School (WGS) who will be returning to the target geographic areas of Fremont, Natrona and Sheridan Counties for participation in the Wyoming Serious and Violent Reentry Program (Reentry Program)...

Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures
1. Identify all serious and violent offenders ages 14 - 17 at the WBS and WGS to determine those offenders who are at least 9 - 12 months away from date of discharge from custody to the three target geographic areas.	<p>1. Finalize analysis of number and characteristics of high risk offenders projected to return to the target communities.</p> <p>Time Frame: Week one through week three.</p> <p>2. Meet with partner organizations to review proposed criteria and process for selecting eligible participants.</p> <p>Time Frame: Week four.</p> <p>3. Finalize selection criteria, risk assessment instrument, and selection process.</p> <p>Time Frame: Week five.</p> <p>4. Identify Violent Offenders: utilize a check list evaluation tool to screen all individuals age 14-17 incarcerated for, or have a prior criminal history of, having committed a violent offense such as murder, manslaughter, sexual assault, robbery, kidnapping and other assault offense. Review evaluations to</p>	<p>Reentry Steering Committee.</p> <p>Reentry coordinators with the assistance of the institutional staff, aftercare case managers, and MIS staff.</p>	<p>h. Total number of offenders screened at the WBS and WGS.</p> <p>i. Number of offenders identified as having committed a violent offense.</p> <p>j. Number of individuals identified as being serious offenders.</p>

	<p>determine eligibility.</p> <ol style="list-style-type: none"> 5. Identify Serious Offenders: use the current TASI to screen all individuals age 14-17 to identify offenders who are a high risk to re-offend. 6. Utilize an assessment instrument such as the LSI or TASI, or other appropriate instrument to determine which serious and violent offenders are eligible for the program. 7. Those offenders who would be eligible otherwise but who are not reentering one of the target geographic areas will be placed into the control group. 8. Meet individually with the prospective candidates to determine whether the offender is willing and able to participate in the program. Those who refuse to participate in the program will be placed into the control group. 9. Meet with each program participant to complete any further assessments, sign intake documents (e.g. releases of information, agreements to participate in the program, etc.) 10. Use the assessments to individualize case plans for program participants .. <p>Time Frame: Two to three months prior to implementation of Phase I.</p>	<p>Reentry coordinator with the assistance of the institutional staff and aftercare case managers.</p>	<ol style="list-style-type: none"> k. Number and type of assessments completed. l. Number of offenders meeting eligibility requirements. m. Number of individuals who will participate in the program. n. Number of members of the control group.
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Objective B. The Reentry Program will develop individualized case plans for each participant to provide services and programs to address program participants' criminogenic risks and needs to facilitate the successful reintegration of offenders into society as well as provide services to offenders in Phase II and III who are in the community to improve social accountability. Develop a case plan for each participant to address the participants criminogenic risks/needs:

Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures <i>ENTER THE FOLLOWING DATA INTO MIS SYSTEM. COMPARE RATES OF PROGRAM PARTICIPANTS TO THE RETURN RATES OF THE CONTROL GROUP EVERY 3 MONTHS, 6 MONTHS AND YEARLY</i>
1. Reduce by 30% the rate of return to state level incarceration by program participants through the duration of the program and within 12 months of completion of the program as compared to a control group during the same time period	<ol style="list-style-type: none"> 1. Develop and implement a cognitive skill building program. 2. Assess and address substance abuse issues. 3. Develop education and vocational programs. 4. Develop and maintain effective sex offender treatment and supervision. 5. Assess and address mental health issues. 6. Prerelease employability, life skills programs. <p>Timeframe: Beginning of Phase I through 12 months after participant completes Phase III.</p>	Institutional staff and aftercare case managers, probation officer, reentry program coordinators, MIS staff, Workforce Services career advisor, Dept. of Health case worker.	<ol style="list-style-type: none"> a) Returns or regressions to higher level of custody. b) Returns to state level incarceration by program participants. c) Number of program participant's completing an established cognitive program. d) Number of program participants completing drug/alcohol programming. e) Number of program participants identified with a substance abuse problem. f) Number of substance abuse tests completed by program participants. g) Number of positive substance abuse tests. h) Number of program participants without a high school diploma or GED. i) Number of program participants in educational/vocational classes. j) Number of program participants receiving a G.E.D. k) Number of sex offenders satisfactorily participating in treatment at time of discharge from supervision. l) Percentage of sex offenders committing new sex offense(s) while under supervision and 12 months from date of discharge from the program. m) Number of offenders assessed with mental health issues and involved in treatment. n) Percentage of participants who satisfactorily complete the case plan objectives at the point of discharge from custody or supervision.

<p>2. Reduce by 15% the rate of all arrests of program participants through the duration of the program and within 12 months of completion of the program as compared a control group during the same period of time.</p>	<p>Complete all phases of the program and provide education and vocational services, primary and mental health care services, and collateral services.</p> <p>Timeframe: Beginning of Phase I through 12 months after participant completes Phase III</p>	<p>Institutional staff and aftercare case managers, probation officer, reentry program coordinators, MIS staff.</p>	<p>Document any re-arrest by program participants. Enter data into MIS system. Compare the re-arrest rates of program participants to the re-arrests of the control group.</p>
<p>3. Ninety percent of participants able to work are employed fifty percent of the time..</p>	<p>1. Determine participant's ability to work. 2. Track the employment of offenders utilizing time sheets.</p> <p>Time Frame: Beginning of Phase I through 12 months after participant completes Phase III</p>	<p>Institutional staff and aftercare case managers, probation officer, reentry program coordinators, MIS staff, Workforce Services career advisor, Dept. of Health case worker..</p>	<p>Document the number of hours worked by each offender Enter data into MIS system. Compare the employment rate of program participants to the employment rate of the control group.</p>

GOAL #3: Improve Development of Community Resources.

Objective: The Wyoming Department of Family Services (WDFS) will coordinate an effort which will identify resources available in each of the counties designated as a reentry site. This will be accomplished by the development of a resource manual.

Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures <i>ENTER THE FOLLOWING DATA INTO MIS SYSTEM. COMPARE RATES OF PROGRAM PARTICIPANTS TO THE RETURN RATES OF THE CONTROL GROUP EVERY 3 MONTHS, 6 MONTHS AND YEARLY.</i>
100% of offenders participating in Phase I of the Re-entry Program will be provided a copy of a resource manual outlining specific resources in the community in which they will be returning.	<ol style="list-style-type: none"> 1. Develop a resource manual for each of the four reentry counties, seeking input from partners as needed. 2. Provide a copy of the manual to each offender prior to their leaving the institution. 3. Familiarize offenders with local community resources. 4. Provide offenders an opportunity to review resource manual in presence of institutional and reentry staff and seek clarification or assistance as needed. 5. Upon release to the community, offender and parole agent will both be aware that resource information was provided and offenders will be responsible for being aware of the information. <p>Time Frame: Four (4) weeks prior to the offenders' completion of Phase I.</p>	WDFS staff, institutional reentry coordinator, institutional case managers.	<ol style="list-style-type: none"> a) Resource manual completed by December 1, 2002 with yearly updates thereafter. b) Number of community resource contacts made by offenders. c) Number of community resources actually used by offenders. d) Participants' and parole agents' evaluation of usefulness of the manual.

GOAL #4: Offender Assistance in Citizenship Skills Development.

Objective A: Increase offenders' citizenship skills through completion of service to the community.

Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures <i>ENTER THE FOLLOWING DATA INTO MIS SYSTEM. COMPARE RATES OF PROGRAM PARTICIPANTS TO THE RETURN RATES OF THE CONTROL GROUP EVERY 3 MONTHS, 6 MONTHS AND YEARLY.</i>
70% of offenders entering Phase II will participate in some form of community service work within six (6) weeks of reentry into the community.	<ol style="list-style-type: none">1. Offenders will meet with probation officer and the aftercare case manager to discuss options available for community service work.2. The probation officer, aftercare case manager and offender will determine type and length of community service to be performed3. The offender will initiate contact with organizations or individuals who will monitor community service work. <p>Time Frame: Community service will begin within six (6) weeks of reentry to the community.</p>	Probation officer, aftercare case manager, evaluator..	<ol style="list-style-type: none">a) Number of offenders performing community service.b) Names and social security numbers of offenders are to be forwarded to the state workers' compensation office on a monthly basis.c) Number of offenders successfully completing community service assignment.d) Number of hours performed.e) Locations of where community service was completed.f) All information regarding community service will be reported to the Wyoming Statistical Analyses Center (WySac) for evaluation.g)

GOAL #4: Offender Assistance in Citizenship Skills Development.

Objective B: The Reentry Program will seek opportunities for expanding the involvement of community, and victims in improving the effectiveness of services

Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures <i>ENTER THE FOLLOWING DATA INTO MIS SYSTEM. COMPARE RATES OF PROGRAM PARTICIPANTS TO THE RETURN RATES OF THE CONTROL GROUP EVERY 3 MONTHS, 6 MONTHS AND YEARLY.</i>
2. Increase awareness of response to victim issues. 3. Increase the public awareness of the Reentry Program's operations and services.	1. Hold meetings with victim and victim advocates to identify key issues as well as victim impact hearings. 2. Continue the victim awareness program at the WBS and WGS. 3. Notify victims concerning offender's status 4. Train staff to specifically address victim issues. 5. Survey victims. 6. Collect restitution as ordered by the court. 7. Participate in community and restorative justice projects. 8. Produce press releases. 9. Develop publications for the public. 10. Conduct tours of the WBS and WGS for the public. 11. Meet with community members. Time Frame: Week One of the program through the duration of the program.	Reentry Steering Committee, probation officer, aftercare case manager, evaluator.	a. Number of meetings conducted with victim and victim advocates to identify key issues. b. Number of offenders participating in victim awareness programs. c. Number of victims notified concerning offender's status d. Number of reentry program staff training sessions held specific to victim issues. e. Number of victim surveys sent out f. Number of victim surveys returned. g. Amount of restitution ordered and collected. h. Number of community and restorative justice projects involved in. i. Number of press releases produced. j. Number of newspaper articles regarding the Reentry Program. k. Number of publications developed for the public l. Number of tours by the public of the institutions. m. Number of meetings with community members.

GOAL #5: Ensure Program Sustainability

Objective: Understanding the purpose of the reentry monies, the Wyoming Reentry Steering Committee intends to make every effort, at every step, to create a reentry program which is not dependent on funding that is not readily available or reasonably accessible

Strategies	Activities/Timeframe	Person(s) Responsible	Results/Outcome Measures
<ol style="list-style-type: none">1. Develop a statewide, system-wide approach that fosters a working partnership between the reentry partners. The approach will focus on the utilization of existing resources for the common purpose of providing reentry services.2. Provide the framework for expansion of existing resources and services. The focus will allow the specific and narrowly defined reentry functions to be absorbed by the partners currently providing similar services to a larger group of offenders. This should reduce the likelihood of specific services being eliminated due to being specific to the reentry program. This would occur during the length of the grant.3. Maintain accurate record keeping. It will be important to document what works and what does not work. Evidence of a program that is making substantial progress in the successful reentry of offenders will be very appealing to policy decision makers, specifically the legislators during the budget session. At the same time, by documenting any shortcomings and presenting this information to lay decision makers, could also work toward having additional monies appropriated for the purpose of reentry.	<ol style="list-style-type: none">1. Discussion with all partners regarding the need to design a program that is not dependant on a substantial amount of funding once the reentry monies are spent. Rather,, every decision should be made with some consideration of how each step will be sustained once the grant funding ceases.2. Design a reentry program so that activities which might be specific to the reentry program are not so different from other activities currently being offered by the partners. This will allow for the assimilation of similar service and resources. It will also make training and education of staff that much easier.3. Keep key decision makers aware of progress in reentry efforts and seek support from a wide coalition of community leaders. <p>Time Frame: The duration of the program.</p>	Reentry program coordinator, steering committee members, WDOC administrator, Wyoming Department of Family Services Administrator.	<ol style="list-style-type: none">a) Assess resources and staff and attempt to determine what types of services can be absorbed into existing serves. Be aware of staffing needs.b) Utilize the assistance of the program evaluator (WYSAC) to project resource needs, staffing needs and any other fiscal responsibilities to maintain an adequate level of services.c) Assess the number of offenders entering and exiting the program, assess the length of time of each phase. Document data to determine where additional resources could be placed to make the program more efficient.

APPENDIX PART G: CROSS SYSTEM PROTOCOLS

Wyoming Department of Corrections
Central Office
700 W. 21st St.
Cheyenne, WY 82002
(307)777-7208
Director: Judith Uphoff

The Wyoming Department of Corrections agrees to be the lead agency for the Reentry Program. The agency agrees to provide staff and existing resources to ensure that Phases I, II, and III are carried out. The staff and resources will come from the Central Office, the Wyoming State Penitentiary in Rawlins, Wyoming and the Wyoming Women's Center in Lusk, Wyoming as well as probation and parole agents in the four participating reentry counties.

Wyoming Department of Family Services
Division of Juvenile Services
Hathaway Building, 3rd Floor
Cheyenne, Wyoming 82002
(307)777-6285
Director: Susan Lehman

The Wyoming Department of Family Services, Juvenile Division, agrees to provide staff and resources to ensure the coordination and delivery of services for juveniles selected to participate in the Reentry Program. The staff and resources will come from the Central Office, the Wyoming Boys' School, the Wyoming Girls' School and the field officers in Fremont County, Sheridan County, and Natrona County

Wyoming Department of Workforce Services
2300 Capital Avenue
Cheyenne, Wyoming 82002
(307)777-6285

Director: Susan Lehman

The Wyoming Department of Workforce Services (WDWS) agrees to provide administrative coordination and other support services to local “One Stop” systems in the participating counties for both adults and juveniles participating in the program. The WDWS also agrees to have representatives participate in community reentry teams.

Wyoming Board of Parole
700 W. 21st St
Cheyenne, Wyoming 82002
(307)777)5909
Liaison to the Board of Parole: Steve Lindly

The Wyoming Board of Parole agrees to give careful parole consideration to eligible inmates in the Reentry Program who have successfully completed Phase I of the program. This will include the board’s consideration of the reentry team’s recommendations, as well as the inmate’s reentry plan.

Wyoming Department of Health
2300 Capitol Avenue
Hathaway Bldg., 1st Floor
Cheyenne, Wyoming 82002
(307)777-7656
Director: Dr. Brent Sherard

The Wyoming Department of Health agrees to participate in the delivery of community counseling for both substance abuse and mental health needs. The substance abuse division will be represented on community reentry teams. The mental health division will provide staff to ensure assessments are being administered during Phase I in the institutions.

Wyoming Department of Education
2300 Capitol Avenue, Hathaway Bldg., 2nd Floor
Cheyenne, Wyoming 82002

Director: Judy Catchpole

The Wyoming Department of Education's major responsibilities are to be accountable for student learning through school accreditation, to advocate for quality opportunity for all students, to provide quality technical assistance, to provide quality information, to disburse state and federal funds, to screen grant applications for state and federal grant programs, and to assure compliance with state statutes and federal regulations.

Wyoming Attorney General's Office
Division of Victim Services
2301 Central Avenue
Cheyenne, Wyoming 82002
Director: Sharon Montagnino

The Division of Victim Services will be actively involved in the target geographic areas for the adult and juvenile reentry programs. In each of the target geographic areas, a victim services division exists in either the county attorney's office or the local police department. These offices will be contacted by the reentry teams prior to the offender's being released. In turn, it is expected the victim services offices will notify victims of the pending return of the offender to the community. The victim services office will act as a liaison between the victims and the reentry team, parole board, and subsequently the offender. Furthermore, it is anticipated that in certain cases there will be an opportunity for victims and offenders to participate in restorative practices including victim-offender mediation, family group conferencing and perhaps even healing circles.

University of Wyoming
Wyoming Statistical Analysis Center (WYSAC)
222 Biochemistry Building
Laramie, Wyoming 82071-3432
(307) 766-2634
Director: Dr. Donald Faggiani

They Wyoming Statistical Analysis Center agrees to develop a system wide database which the above-named partners can utilize in the collection of data for the project. Further, WYSAC will provide the evaluation mechanism for the grant. WYSAC will assist in the preparation of reports to not only the federal partners, but also the individual partners on a determined schedule.

APPENDIX PART H: RESOURCE LIST

Wyoming Department of Family Services
Division of Juvenile Services
Hathaway Building, 3rd Floor
Cheyenne, WY 82002
(307) 777-6285

Provides administrative coordination and other support services to 27 county offices, 2 tribal social services and the Wyoming Boys= School and Wyoming Girls= School on all areas related to juvenile justice.

Wyoming Department of Family Services
Wyoming Boys= School
1550 Hwy 20 South
Worland, WY 82401
(307) 347-6144

Provides services to 12 - 18 year old juvenile delinquent males in the most restrictive setting in the State of Wyoming. Services provided include but not limited to education, individual and group counseling, independent living, substance abuse intervention, vocational assessment and training, physical health development, etc.

Wyoming Department of Family Services
Wyoming Girls= School
3500 Big Horn Avenue
Sheridan, WY 82801
(307) 674-7476

Provides services to 12 - 18 year old juvenile delinquent females in the most restrictive setting in the State of Wyoming. Services provided include but not limited to education, individual and group counseling, independent living, substance abuse intervention, vocational assessment and training, horsemanship therapy, and fencing.

Wyoming Department of Family Services
Fremont County
120 N 6th East
Riverton, WY 82501
(307) 8556-6521

Helps identify, protect and guide Wyoming= individuals most in need through a continuum of temporary services. Promotes preservation of Wyoming= families. Partners with others to improve quality of life for families and individuals by promoting personal accountability, independence and self-work. Help prepare troubled and delinquent juveniles to be productive citizens.

Fremont County
201 N 4th
Lander, WY 82520
(307) 332-4038

Helps identify, protect and guide Wyoming's individuals most in need through a continuum of temporary services. Promotes preservation of Wyoming's families. Partners with others to improve quality of life for families and individuals by promoting personal accountability, independence and self-work. Help prepare troubled and delinquent juveniles to be productive citizens.

Wyoming Department of Family Services
Natrona County
851 Werner Court, Suite 200
Casper, WY 82601
(307) 473-3900

Helps identify, protect and guide Wyoming's individuals most in need through a continuum of temporary services. Promotes preservation of Wyoming's families. Partners with others to improve quality of life for families and individuals by promoting personal accountability, independence and self-work. Help prepare troubled and delinquent juveniles to be productive citizens.

Wyoming Department of Family Services
Sheridan County
111 East Works Street
Sheridan, WY 82801
(307) 672-2404

Helps identify, protect and guide Wyoming's individuals most in need through a continuum of temporary services. Promotes preservation of Wyoming's families. Partners with others to improve quality of life for families and individuals by promoting personal accountability, independence and self-work. Help prepare troubled and delinquent juveniles to be productive citizens.

Wyoming Department of Employment
Employment Resources Division, Field Operations
100 W. Midwest Avenue
Casper, WY 82602
(307) 235-3233

Provides administrative coordination and other support services to 12 local AOne Stop@ systems and 7 satellite sites across Wyoming. Assures compliance/quality improvement in areas involving employment services. Assists in coordinating implementation of new services and service development.

Casper Employment Center
851 Werner Court, Suite 120
Casper, WY 82601
(307) 234-4591

Provides local employment services through walk-in and other referral access. Services include career interest/skill assessment, job placement, reemployment services, Title I intensive services, resume assistance, local employment coordination (placements and job postings) through community partnerships. Also provides access to unemployment insurance, workman's compensation, vocational rehabilitation, and other services.

Riverton Employment Center
422 E. Fremont
P.O. Box 1610
Riverton, WY 82501
(307) 856-9231

Provides local employment services through walk-in and other referral access. Services include career interest/skill assessment, job placement, reemployment services, Title I intensive services, resume assistance, local employment coordination (placements and job postings) through community partnerships. Also provides access to unemployment insurance, workman's compensation, vocational rehabilitation, and other services.

Sheridan Employment Center
2266 North Main
Sheridan, WY 82801

Provides local employment services through walk-in and other referral access. Services include career interest/skill assessment, job placement, reemployment services, Title I intensive services, resume assistance, local employment coordination (placements and job postings) through community partnerships. Also provides access to unemployment insurance, workman's compensation, vocational rehabilitation, and other services.

Central WY Counseling Center
R. M. "Mike" Huston, M.A., Dir.
1430 Wilkins Circle
Casper, WY 82601
(237-9583) FAX: 265-7277

Fremont Counseling Service
John Vinson, M.A., L.P.C., Director.
748 Main
Lander, WY 82520
(332-2231) FAX: 332-9338
1110 Major Ave.
Riverton, WY 82501
(856-6587) FAX: 856-2668

Northern WY Mental Health Center
John McMahan, M.S.W., Director
P. O. Box 3079 (105 W. Brundage)
Sheridan, WY 82801
(672-8958) FAX: 672-8950
Traditional counseling and intensive out-patient counseling services.

Washakie Mental Health Services
Richard Patterson Ph.D., Director
206 South 7th
Worland, WY 82401
FAX: 347-6166
Traditional counseling and intensive out-patient counseling services.

Central WY Counseling Center
Mike Huston, Director
1200 E. 3rd Street Suite 330
Casper WY 82601
Phone: 307.237.9583
Outpatient substance abuse counseling.

New Directions
1514 East 12th Street Suite 101
Casper WY 82601
Phone: 307.237.6033
Adolescent Treatment Residential.

Fremont Counseling Service
Don Rardin, Director
748 Main
Lander WY 82520
Phone: 307.332.2231
Substance abuse counseling, Substance abuse prevention services, Driving While Intoxicated Services

Fremont Counseling Service
1110 Major Ave
Riverton WY 82501
Phone: 307.856.6587
Substance abuse counseling, Substance abuse prevention services, Driving While Intoxicated Services.

Northern WY Mental Health Center
1221 West 5th Street
Sheridan WY 82801
Phone: 307.674.4405
Substance abuse counseling, Substance abuse prevention services, Driving While Intoxicated Services.

Department of Corrections
700 West 21st Street
Cheyenne, WY 82002
(307) 777-7208

The Department of Corrections is responsible for the operation of adult correctional institutions and the administration of adult probation, parole and community service programs. The department has three organizational divisions: The Division of Prisons, The Division of Field Services and The Division of Training for Corrections.

Department of Corrections
Probation and Parole
Drawer 460
Casper, WY 82602
(307) 234-2261

The Field Office is part of the Division of Field Services state-wide system of probation and parole services for adult offenders. This includes traditional supervision and an intensive supervision program (ISP). The division also oversees the operation of three adult community correction centers (ACC) operated by private entities. One is located in Campbell County, one in Laramie County and one in Natrona County.

Department of Corrections
Probation and Parole
3116 Old Faithful, Suite 200
Cheyenne, WY 82002
(307) 777-5931

The Field Office is part of the Division of Field Services state-wide system of probation and parole services for adult offenders. This includes traditional supervision and an intensive supervision program (ISP). The division also oversees the operation of three adult community correction centers (ACC) operated by private entities. One is located in Campbell County, one in Laramie County and one in Natrona County.

Department of Corrections
Probation and Parole
P.O. Box 1793
Gillette, WY 82717
(307) 682-2440

The Field Office is part of the Division of Field Services state-wide system of probation and parole services for adult offenders. This includes traditional supervision and an intensive supervision program (ISP). The division also oversees the operation of three adult community correction centers (ACC) operated by private entities. One is located in Campbell County, one in Laramie County and one in Natrona County.

Department of Corrections
Probation and Parole
520 Wilkes, Suite 12
Green River, WY 82935
(307) 875-2030

The Field Office is part of the Division of Field Services state-wide system of probation and parole services for adult offenders. This includes traditional supervision and an intensive supervision program (ISP). The division also oversees the operation of three adult community correction centers (ACC) operated by private entities. One is located in Campbell County, one in Laramie County and one in Natrona County.

Department of Corrections
Probation and Parole
2712 Commercial
Rock Springs, WY 82901
(307) 382-4513

The Field Office is part of the Division of Field Services state-wide system of probation and parole services for adult offenders. This includes traditional supervision and an intensive supervision program (ISP). The division also oversees the operation of three adult community correction centers (ACC) operated by private entities. One is located in Campbell County, one in Laramie County and one in Natrona County.

Department of Corrections
Wyoming State Penitentiary
P.O. Box 400
Rawlins, WY 82301-0400
(307) 328-1441

This is a maximum/medium security facility for male offenders located in Rawlins, Wyoming. The facility houses 842 offenders. There are three separate on-site security units that house offenders. The facility offers a variety of educational and vocational programs as well as some small industries. The facility employs nearly 450 people and the estimated cost per offender per day is \$60.66.

Department of Corrections
Wyoming Women's Center
P.O. Box 20
Lusk, WY 82225-0020
(307) 334-3693

This is a maximum/medium/minimum facility located in Lusk, Wyoming. The facility houses approximately 100 female offenders. This facility represents the only full service, secure correctional facility for female offenders in Wyoming. The Women's Center offers programming that includes living skills, drug/alcohol counseling, parenting classes, anger management classes and recovery groups dealing with emotional, physical and sexual abuse. The facility employs nearly 50 employees and the estimated cost per offender is \$74.40.

Wyoming Board of Parole
Steve Lindly, Liaison to the Wyoming Board of Parole
700 West 21st Street
Cheyenne, WY 82002
(307) 777-7208

The Board of Parole consists of seven part-time members who are appointed by the governor to serve six-year terms. The chairmen and vice-chairmen are elected yearly by board members.. The members undertake the responsibility of interviewing inmates from four adult correctional facilities and, if appropriate, grant parole to inmates upon attainment of minimum sentence. Other duties include revocations, rescinding paroles, removal of, or restoring of good time.

Wyoming State Hospital
P.O. Box 177
Evanston, WY 82931
(307) 789-3464

The Wyoming State Hospital operates in conjunction with the Department of Health. The State Hospital provides services for offenders who suffer from a variety of mental health issues including serious and persistent mental illness. The State Hospital is located in Evanston, Wyoming.

Laramie County Community College
1400 East College Drive
Cheyenne, WY 82007-3299
(307) 778-5222

The local two-year college providing associate degrees upon the completion of required course work

University of Wyoming
Wyoming Statistical Analysis Center (WYSAC)
P.O. Box 3434
Laramie, WY 82071
(307) 766-1121

The Wyoming Statistical Analysis Center analyzes information and reports on specific data for a variety of state agencies.

Western Wyoming Community College
2500 College Drive, P.O. Box 428
Rock Springs, WY 82902-0428
(307) 382-1600

The local two-year college providing associate degrees upon the completion of required course work.

Workforce Development Council
Office of Workforce Development
3120 Old Faithful Road, Suite 300
Cheyenne, WY 82002
(307) 777-3465

The Council advises and makes recommendations regarding the coordination of workforce development activities and services by eliminating duplication and increasing among state

agencies providing such services. The council operates in conjunction with the Development of Employment and has assumed responsibilities of the former Job Training Commission.

Department of Education
Hathaway Building, 2nd Floor
2300 Capitol Avenue
Cheyenne, WY 82002-0050
(307) 777-7690

The Superintendent is responsible for the general supervision of Wyoming's public schools. The Superintendent and Department staff promulgate and enforce rules and regulations consistent with the Wyoming Education Code of 1969.

Natrona County School District #1
970 N. Glenn Road
Casper, WY 82601
(307) 577-0200
Provides local public educational and special services.

Fremont County School District #1
400 Baldwin Creek
Lander, WY 82520
(307) 332-4711
Provides local public educational and special services.

Sheridan County School District #1
1127 Dayton Street
Ranchester, WY 82844
(307) 655-9541
Provides local public educational and special services.

Gillette Employment Center
1901 Energy Court
P.O. Box 1448
Gillette, WY 82717-1448
(307) 682-9313
Provides local employment services through >walk-in= and other referral access. Services include career interest/skill assessment, job placement, reemployment services, Title I intensive services, resume assistance, local employment coordination (placements and job postings) through community partnerships. Also provides access to unemployment insurance, workman's compensation, vocational rehabilitation, and other services.

Cheyenne Employment Center
1510 E. Pershing Blvd.
P.O. Box 20090
Cheyenne, WY 82003-7002
(307) 777-3700
Provides local employment services through >walk-in= and other referral access. Services include career interest/skill assessment, job placement, reemployment services, Title I intensive services, resume assistance, local employment coordination (placements and job postings) through community partnerships. Also provides access to unemployment insurance, workman's compensation, vocational rehabilitation, and other services.

Rock Springs Employment Center
79 Winston Drive, Suite 229
Rock Springs, WY 82901
(307) 382-2747

Provides local employment services through walk-in and other referral access. Services include career interest/skill assessment, job placement, reemployment services, Title I intensive services, resume assistance, local employment coordination (placements and job postings) through community partnerships. Also provides access to unemployment insurance, workman's compensation, vocational rehabilitation, and other services.